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# *Improving the Effectiveness of* **SUPERMARKET MANAGERS**

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U. S. DEPARTMENT OF AGRICULTURE

**FOLLOWING COMPANY ORDERS**

**MANAGING STORE PERSONNEL**

**SIMPLIFYING STORE OPERATIONS**



## PREFACE

This is the third in a series of reports on improving the efficiency of retail food store operations by better techniques of personnel management. The first two reports were: "Improving the Performance of Retail Food Store Cashiers Through Better Training," Marketing Research Report No. 48, and "Improving the Efficiency of Retail Grocery Clerks by Better Training," Marketing Research Report No. 82. These studies are part of a broad program of research on methods of increasing the efficiency of food wholesaling and retailing, thereby helping to hold down the costs of distributing food through these stages of the marketing system. This study is concerned with the development and evaluation of practices for supermarket management at the store level.

The authors had the assistance of many individuals and organizations in the retail food industry. Acknowledgment is made to Food Fair, Inc., Philadelphia, Pa., for cooperation in the study. Special credit is due the following personnel of Food Fair for their cooperation: Myer Marcus, executive vice president; J. S. Schwartz, director of industrial relations; Ben Flesten, research director; Sam Miller, branch director; and to the supervisors, managers, and personnel of the stores in which the study was conducted. Special credit is also due Herman Stein, training director of Food Fair's New York Branch, for his able assistance at every stage in the conduct of the study. Acknowledgment is also made to the personnel staff of Food Fair's New York Branch for conducting and making available their survey of employee attitudes.

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## CONTENTS

	Page
Summary.....	i
Introduction .....	1
Scope and purpose of the study.....	1
Procedure.....	1
Carrying out company merchandising directives.....	5
New manager practices tested.....	6
Results of the program to improve adherence to company directives.....	7
Conclusions .....	9
Improving methods of personnel management in the store.....	11
Some typical personnel management practices in supermarkets .....	11
Personnel management practices tested .....	12
Results of new personnel management practices .....	12
Conclusions .....	17
Simplifying store operations .....	18
Acquainting store managers with concepts and methods of work simplification ..	18
Conclusions .....	21
Results of improved practices on overall store operation.....	22
Voluntary merchandising effort.....	22
Sales per man-hour .....	24
Conclusions .....	26
Appendix--Procedures followed in conducting the study.....	26
Measures of store manager effectiveness.....	27
Holding factors constant which might influence store manager performance.....	30



## SUMMARY

Increased effectiveness of supermarket managers resulted from improved management practices developed and tested in controlled experimentation. The new practices resulted in considerably better adherence to company directives, improved employee relations in the store, and better work methods. These, in turn, led to more effort going into store merchandising, and increased sales per man-hour.

The research was conducted in 28 stores of an eastern supermarket organization. New manager practices were tested in 14 of the stores and the other 14 were used as matched controls. Data used in measuring results were gathered during the same period for both groups of stores.

Improved practices were developed in three broad areas of work for which store managers are responsible: (1) Adherence by employees to company directives on store merchandising; (2) the management of store employees, and (3) the application of techniques for simplifying work in the stores. Highlights of the new practices tried in test stores and the results achieved are:

Following company merchandising directives. --The new manager practices designed to gain better adherence to company merchandising directives included: (1) Use of weekly summary of directives for all departments, in the form of a checklist of specific actions that managers were required to take; (2) adoption of techniques for conducting meetings of departmental managers to gain better follow-through in the departments, and (3) adoption of improved procedures for making twice-weekly general inspections of the store, including a simple form for guiding the inspection and recording work that needed to be done. In the group of test stores where the new practices were tried, conformance to company directives increased from 49.8 to 78.8 percent of all those checked, a difference of 29.0 percentage points. The net difference in this increased performance of company directives between the group of test stores and the control group averaged 15.6 percent, 23.3 percent in the grocery department and 11.8 percent in the perishables department.

Improved employee relations. --The new manager practices developed to improve relations with store personnel included: (1) Meetings with groups of store employees, rather than all; (2) use of file cards of employee interests and aspirations, the information being obtained and recorded by the manager; and (3) use of task forces of employees, utilizing their special interests and giving them recognition for their help on important company programs in the store.

Employee expressions of job satisfaction in test stores were up more than 7 percent above that of the control stores in the period after the new practices were tried. Moreover, in response to the question whether the store had become a better or worse place in which to work, test store employees said, by almost 2 to 1, that their stores had become better rather than worse, while in the control group the number saying their stores had become better was only slightly greater than the number saying it was worse. Employees of the test stores also had more favorable opinions about their store managers; the number of employees who rated their store managers very highly increased by approximately 17 percent in test stores, while in control stores the proportion remained substantially the same. Employees were also asked if their store had programs for conserving store supplies and for preventing store accidents. Again employees in test stores showed a marked improvement as compared to the control group. Employee awareness of a program to save on store supplies was up almost 17 percent more in test stores than in the control group, and on the program to prevent store accidents, awareness in test stores was up 11 percent over that in the control group.

Improved work practices. --As part of the program to improve the effectiveness of supermarket managers, test store managers were instructed in principles and applications

of work simplification. Managers of test stores reported numerous specific tasks in which they had been able to effect savings in man-hours through the application of this knowledge.

Overall store improvements. --Two overall measures of store manager effectiveness were used in the study: (1) The extent of voluntary merchandising effort in the stores, measured as work done beyond that required by company directives, and (2) sales per man-hour. All stores were rated on their voluntary merchandising effort before and after new manager practices were tried in test stores. Ratings of "extensive" effort were 15 percent greater in test stores than in control stores as a result of the improved manager practices--approximately 12 percent greater in groceries and 18 percent better in perishables. Company records of weekly sales and payrolls showed improvements in test stores also. In groceries, sales per man-hour for test stores improved 3.4 percent above those of control stores, while in produce, the gain for test stores was 13.7 percent greater than for the control group in the same period.

Application of findings. --The research demonstrates that a program of manager practices specifically designed to improve the effectiveness of supermarket managers can produce tangible results. In applying the program, use may be made of any one or all of the new manager practices tested in the study. However, results are likely to be better where major areas of store management are covered, as, for example, improving work practices or personnel relations. When efforts are centered on a major problem area of store management, attention is focused on the problem and methods of solving it, rather than on details of a particular plan of action developed by management.



# IMPROVING THE EFFECTIVENESS OF SUPERMARKET MANAGERS

By

Martin Kriesberg and Martin Leiman,  
marketing specialists, Transportation and Facilities Branch,  
Marketing Research Division, Agricultural Marketing Service

## INTRODUCTION

The number of food supermarkets has more than doubled in the last decade; in 1955 they accounted for more than half of retail food sales, compared with only a fourth in 1944, according to estimates in the trade.<sup>1</sup> Increasing the effectiveness of supermarket managers therefore contributes directly to savings in marketing costs.

Supermarkets have been getting larger; at the same time, the number of units in the average local and regional chain and association of retail food stores has been increasing. Thus, many problems connected with the efficient management at the store level have been multiplied.

Managers of individual supermarkets have usually been promoted from the ranks of grocery clerks or department managers, and many owe their promotion to diligence and longevity with the company or to merchandising ability demonstrated within their particular departments of the store. Few have had training or experience in working with large numbers of employees, or in administering organizations as complex as the modern supermarket. Accordingly, there has been a growing need in the industry to devise practices and to develop personnel for improved efficiency in supermarket management.

## Scope and Purpose of the Study

The purpose of this study was to develop concrete practices which managers of supermarkets might apply to improve their management of store operations. Store management includes the merchandising of goods, the directing of employees, and the utilizing of plant and facilities. The efficiency of a store's operation is directly related to how well the manager performs each of these functions. Accordingly, the research is aimed at developing some improved practices in each of these three broad areas: (1) The application of company directives on store merchandising (in supermarket organizations, overall merchandising plans are largely the responsibility of top chain management rather than store managers); (2) personnel management of store employees; (3) application of methods of simplifying work in the stores; that is, making better use of plant and store facilities.

The improvement of supermarket management at the store level may be accomplished by training manager candidates, and many supermarket chain organizations have begun extensive programs for store manager trainees. Supermarket management may also be improved through programs directed at present store managers; the program tested in this study was designed for this purpose. The program assumes that the participants have some basic knowledge and experience in supermarket management.

## Procedure

A preliminary survey of supermarket organizations was made in several sections of the country to observe and evaluate supermarket management at the store level. On

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<sup>1</sup> Supermarket Merchandising, March 1955. A supermarket is defined in this publication as a departmentalized retail food store having the four basic food departments--self-service grocery, meat, produce, and dairy, with combined minimum sales of \$375,000 annually.

the basis of this survey, a major eastern supermarket organization was selected for study because the firm followed practices similar to those noted in other organizations, and was considered by people in the industry to be operating efficiently. From this organization, 28 typical stores were selected for intensive study. Store and department managers were interviewed by officials from the cooperating firm's personnel department and all store employees were asked to fill out questionnaires giving their views on store management practices. In addition, systematic observations were made of what managers in these 28 stores did in connection with: (1) Handling directives from the central office of the chain; (2) handling personnel relations in the store; and (3) devising ways to simplify store operations. The study did not cover the entire range of store manager activities; instead, some representative objectives and practices were selected in each of the three broad areas of store management. It would be expected that improvements developed for the representative areas studied would be reflected favorably in other store manager activities. As possibilities for improvement were developed, the specific practices were discussed with many of the store managers and supervisors of groups of stores.

In order to test the effectiveness of the new practices, the 28 stores were divided into two groups: 14 were selected as test stores and, in these, improved manager practices were tried. The other 14 stores were designated as control stores, and no changes in manager practices were introduced during the period of the study. The selection of stores was designed to establish 2 comparable groups. Accordingly, 6 stores were chosen from each of 5 districts in a major regional branch of the company; and, within each district, 2 groups of 3 stores were matched on the basis of volume, recency of opening, and operating ratios. In each group, with one exception, there were stores of large, moderate, and relatively small volume (in one district, 2 pairs of matched stores, rather than 3 pairs, were used to represent the district, since the company had no large-volume stores in the district). A supervisor of stores had overall responsibility for store operations in each district, and the same person was supervisor of the group of test and control stores selected to represent the district. The stores selected were typical of those in the company studied and were similar in many respects to stores in other supermarket organizations surveyed.

On the basis of the intensive preliminary study and individual discussions with store managers and other store personnel, a series of 10 manager conferences was conducted by the training director for the regional branch of the company. Managers of the test stores, only, attended the conferences. Each meeting dealt with a specific aspect of the store manager's job and concluded with suggestions for improving the particular practices involved. The content of the 10 conferences is indicated by the following outline of topics discussed:

#### Conferences with managers of test stores

1. Summarizing and simplifying company directives
2. Following company directives--I

The new work sheet for managers  
Department manager meetings

3. Following company directives--II

Using the new work sheet  
Making the floor checks

4. Following company directives--III

Using the new floor check forms  
Using employee meetings

5. Knowing and developing store personnel--I

Fixing responsibility  
Delegating work and responsibility  
Profit spots and problem spots in grocery department

6. Knowing and developing store personnel--II

Tapping unused talent--the will to extra work  
Files worth a fortune--keeping informed

7. Knowing and developing store personnel--III

Special tasks and task forces  
Selecting and motivating the team

8. Simplifying store operations--I

Some principles of work simplification  
How to analyze a job or operation

9. Simplifying store operations--II

Some applications of work simplification to supermarket operations  
What to watch for--what to do in your store

10. Summary and conclusions

The series of conferences was designed to accomplish two purposes: (1) To acquaint test store managers with new practices, and (2) to gain their acceptance of the new practices and their willingness to adopt them. Visual aids, in the form of show cards (fig. 1) and motion pictures, where feasible, were used to present the new practices to the managers; however, meetings were organized and directed to facilitate discussion. As each recommendation was presented, the group of managers was asked to comment and suggest modifications and improvements. Although no recommended practice was made mandatory, managers were asked to try out each suggested practice and to report back at the next meeting what their experience had been. The conferences were conducted by the training director of the company with a USDA representative serving as secretary.<sup>2</sup>

Underlying the development of the new manager practices is a belief that merely repeating principles of good administration will not win the adoption of such principles in day-to-day store operations. It is necessary to translate principles into simple working tools and techniques which store managers can readily apply. For example, manifesting an interest in store employees and getting to know them better is a tenet of good personnel relations for store managers; while most managers will agree that these objectives are desirable, few will do anything to attain them. To help the manager to attain these objectives, they were asked to make up a file card on each employee, interviewing the employees and recording the prescribed information themselves. They were also asked to report back, at the following meeting, the special interests or talents that they had discovered in at least one employee, in this way, and how they could apply this information in their store operations. Thus, managers were given an assignment which they could readily perform and which could easily be checked by supervisors.<sup>2</sup> In performing the assignment, they would be helping themselves accomplish a management objective which, without the specific device of the employee file card, might not be achieved.

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<sup>2</sup> A detailed outline of each conference may be secured by writing to: Wholesaling and Retailing Section, Marketing Research Division, AMS, U. S. Department of Agriculture, Washington 25, D. C.



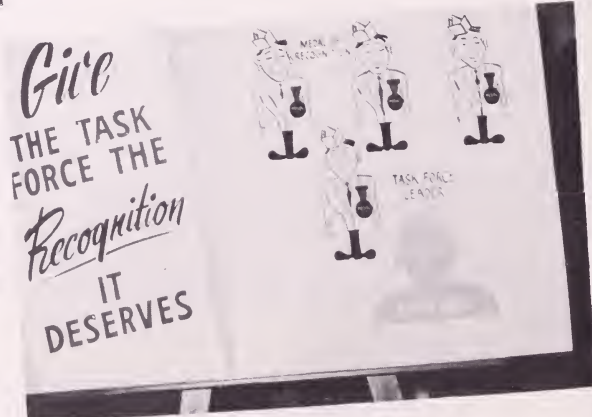
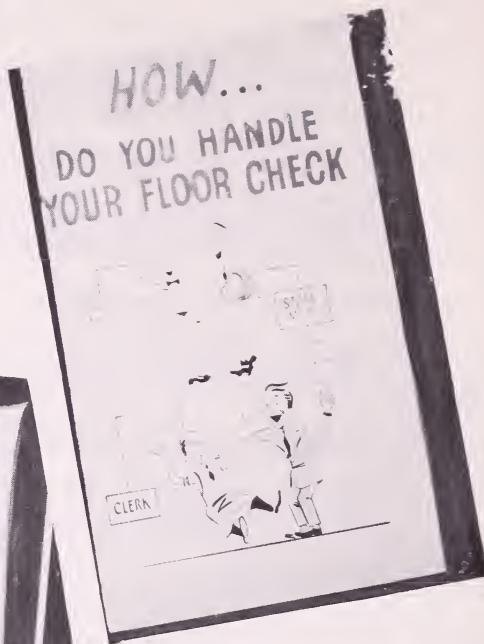
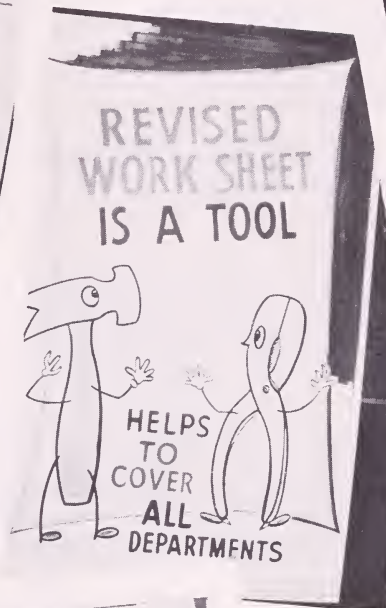
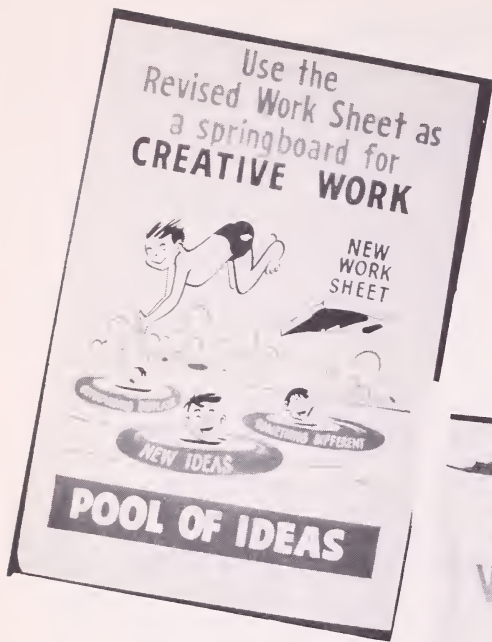


Figure 1. --Illustrative material used in manager conferences on following company directives and better personnel practices.

Similarly, assigning store employees to tasks related to their special interests, thus giving them opportunity to display their abilities or to exercise more responsibility, is good employee relations. Accordingly, as part of the program to improve personnel management practices, store managers were asked to appoint employee task forces to look after conservation of store supplies and employee safety. Task forces may serve the useful purpose of getting these and other jobs done, and, in this case, of also acquainting store employees with the importance of these matters.

The new manager practices developed and tested in this study, together with the manner in which store managers participated in their development, are not restricted to the types of stores in which they were tried; they can be readily adopted to improve supermarket management in any organization. They are applications of good management principles to the specific tasks supermarket managers face in effectively running their stores.

## CARRYING OUT COMPANY MERCHANDISING DIRECTIVES

In the supermarket organizations surveyed, merchandising plans were developed by central office staffs which usually consisted of the buyers and merchandisers, advertising personnel, and store supervisory personnel. Merchandising plans were often developed in considerable detail as to items featured, pricing, and timing, and the plans reflected the best judgments of management. Detailed plans were then transmitted to the manager of each supermarket for execution.

The practices employed for gaining adherence to company merchandising programs at the store level were similar in most supermarket organizations surveyed. The essential elements of the procedures followed by the chain's central office were:

1. Mimeographed instructions. --These are mailed to the managers each week, giving details of the merchandising plans and telling what the managers should do to tie in with the program.

2. Store supervision. --The store supervisory staff usually consists of a general store supervisor and departmental merchandisers for meat, produce, and, sometimes, dairy and delicatessen. Supervisors and merchandisers make periodic visits to the stores to see that company policy is being followed.

In the 28 stores included in the experiment, the same basic elements were used to get company merchandising plans carried out. Store managers received mimeographed material several times weekly, giving details of the company's merchandising program. The memoranda covered such matters as price changes for the week, items that were to be given end or wing displays, featured promotions, and general administrative matters pertaining to individual departments or to the store as a whole. Most mailings covered merchandise for the current week's program; some, however, told the managers of promotions which were being planned for future weeks, so they could make appropriate arrangements. Individual items on grocery memoranda which had been sent out during a preceding week or two were often repeated on a "weekly worksheet" mailed to all store managers on Monday.

Supervisors of the stores studied were responsible for checking compliance by store managers and other employees with company merchandising programs. They were also free to make such supplementary suggestions to store managers as they felt appropriate. In practice, the general store supervisors were often too engrossed in administrative details of store operations to check effectively how well stores followed company directives on merchandising. However, the departmental merchandisers for meat, produce, dairy, and delicatessen items spent a major portion of their time during store visits obtaining follow-through action on the week's merchandising program.

Company policy further provided that the store manager should use the following devices to secure cooperation from department managers in following company mer-



chandising plans: (1) The store manager should transmit relevant portions of the mimeographed material to the department managers; (2) the store manager should hold weekly meetings of department managers in which the week's merchandising activities should be discussed; (3) the store manager should try to inspect each department once or twice a day. As part of these inspections, the store managers were directed to write down everything on which each department manager needed to take action, and to leave a duplicate of this listing with him. The duplicate listing was to be left on the morning inspection and picked up in the afternoon when the work should have been completed. A copy of each day's listing was to be retained in a loose-leaf binder available for review by the store supervisor and department merchandisers.

### **New Manager Practices Tested**

In developing the improved manager practices tested in this study, an effort was made to maintain continuity with procedures already followed at the time the study was begun. Accordingly, most practices tested are extensions of those found in some of the stores included in the study. Included in the new practices designed to obtain increased conformance to company merchandising directives, were the following:

Preparation of weekly summary of company directives. --Although the company issued a weekly "manager's worksheet," it was not designed to help store managers follow through on company directives. Items were listed under several headings, such as "grocery department" and "front end," but there had been little effort to establish guides for the kinds of items to be listed or the manner in which they were written. Moreover, the "worksheet" did not summarize the merchandising plans for groceries covered in the several other mailings that managers received each week, and usually there were no references to merchandising plans for the perishables departments. The principal advantages of the new summary form were: (1) It covered directives issued for the perishables departments as well as the grocery department; (2) it reduced conflicts and ambiguities in directives that originated from different sources; (3) it succinctly stated what actions were to be taken by the store managers on each item covered; and (4) its format suggested a checklist of actions the company wanted; it permitted the store manager to check off actions taken and to list additional items for each department if he thought other actions were needed. (See appendix for facsimile copy.)

Improved department manager meetings. --Meetings were continued as part of the procedure to obtain better adherence to company directives. Discussions with store and department managers had disclosed that some store managers failed to hold regular department meetings and many did not know how to use such meetings effectively. Accordingly, one of the conferences in the series dealt, in part, with the subject of department manager meetings. The discussion was designed: (1) To increase the likelihood that department manager meetings would be held every week, by reaffirming and re-enforcing their value; and (2) to increase the effectiveness of these meetings as instruments for getting department managers to follow through on company directives by helping store managers to understand techniques for good leadership of meetings.

New procedure for department inspections. --Many store managers failed to make the frequent and comprehensive inspections which had been a company policy. Store managers who did make detailed lists of things the department managers were supposed to do, often did so largely for the benefit of store supervisors rather than department managers. While the requirement of a written "report" is a good technique for prompting store managers to inspect their departments regularly, many of the managers felt that the daily floor checks prescribed by the company were excessive and were not feasible. The new procedure took into account the store and department managers' views, and provided: (1) Inspections of departments were to be made twice a week (instead of every day), one early in the week to see that all departments were "in business" and the other the latter part of the week to see that departments were following the company's weekend merchandising program; (2) the store manager was to make his inspections accompanied by the department manager (rather than doing it alone); this permitted discussions of



each point listed by the store manager and encouraged a cooperative approach to improve department operations. To facilitate the store check a simple form was developed which listed the principal points managers were to cover, such as freshness and stock rotation, pricing, and specials for the day. The form also provided space for 2 or 3 notes under each heading. (See appendix for facsimile copy.)

## Results of the Program to Improve Adherence to Company Directives

In order to test whether the new practices increased adherence to company directives, it was necessary to determine how faithfully managers carried out these directives before the new practices were adopted, as well as afterwards. Each week during the study, all the mail issued to managers was carefully reviewed, and from the many merchandising directives for the week, 10 to 15 representative ones were listed on specially prepared forms. Then systematic inspections were made in all stores to see if the selected group of directives had been followed.<sup>3</sup>

It was company policy to have the featured merchandise for the weekend business on display by Wednesday afternoon for the grocery department, and for the perishables departments by Thursday morning. Accordingly, visits to the stores for purposes of checking on conformance to company directives were made on Thursday and Friday of each week. A 3-point scale was used to rate performance on each directive. The ratings were: (1) The directives were not followed, or less than the minimum requirements were met; (2) minimum requirements of the directives were met; (3) more than a minimum of effort was evidenced. (For details of the methods used in collecting data and for evaluating performance, see the appendix.)

Visits were made to all 28 stores to obtain data on adherence to company directives, during a 3-month period before improved practices were tried by managers of the test stores. For a period after the new practices were introduced in the test stores, similar ratings were made in all stores to note if any changes had occurred in either test or control group.

Ratings made in the grocery and the perishables departments (meat, produce, dairy, and delicatessen) indicate that in all five districts there was a marked improvement in test stores compared to the control group. While the proportion of company directives followed in the 14 control stores had an average increase of 13.4 percentage points, or an increase from 52.4 to 65.8 percent, the 14 test stores showed an average increase of 29.0 percentage points, or an increase from 49.8 to 78.8 percent (table 1). In the test stores, almost 8 out of every 10 directives were followed.

It will be noted that the proportion of company directives followed after improved practices were introduced to test store managers was somewhat higher for control as well as test stores (fig. 2). However, a major portion of the improvement in control stores should probably be attributed to the repeated visits to the stores to secure comparative data, since this, in a sense, was a change in manager practice. A comparable improvement might have taken place in test stores as a result of the store inspections had no additional changes been made in manager practices. The net difference between the two groups of stores is 15.6 percentage points. This difference can be attributed to the additional new manager practices used in the test stores.

Grocery departments. --Separate ratings were made on directives for grocery departments and for perishables departments. It will be noted that there was considerable variation between districts in the proportion of grocery directives followed. During the 3-month period before new practices were introduced in test stores, approximately 40 percent of the directives checked were being carried out.

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<sup>3</sup> A directive, as used here, refers to a specific action the company wanted taken in the stores. Examples of directives taken from the company mail are: "Make an end display of \_\_\_\_\_ brand tomato juice; use a shelf extender to display \_\_\_\_\_ brand spices; display Jonathan apples in bulk, bags, and in trays at the following prices \_\_\_\_\_." Many grocery directives were followed by such phrases as: "This is a must display;" "we have a contract on this merchandise, your displays will be checked."

Table 1.--Proportion of company directives followed in all store departments, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores		Net change--test stores over control stores
	Before	After	Before	After	
District A:	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Groceries-----	32.4	88.0	48.0	72.3	+31.3
Perishables-----	48.3	71.9	55.0	54.8	+23.8
Average <sup>1</sup> -----	39.7	80.6	51.4	66.4	+25.9
District B:					
Groceries-----	15.9	69.9	40.5	63.1	+31.4
Perishables-----	62.2	74.1	42.8	60.0	-5.3
Average <sup>1</sup> -----	38.7	71.7	41.7	61.8	+12.9
District C:					
Groceries-----	60.0	83.7	61.3	68.3	+16.7
Perishables-----	61.0	77.8	68.4	87.1	-1.9
Average <sup>1</sup> -----	60.4	81.1	65.2	76.4	+9.5
District D:					
Groceries-----	40.7	77.4	35.3	37.9	+34.1
Perishables-----	50.0	77.8	68.7	66.7	+29.8
Average <sup>1</sup> -----	45.4	77.6	46.0	50.9	+27.3
District E:					
Groceries-----	49.0	76.6	35.9	60.5	+3.0
Perishables-----	66.0	88.5	70.5	80.3	+12.7
Average <sup>1</sup> -----	56.5	82.6	52.2	70.4	+7.9
5 District average:					
Groceries-----	39.6	79.1	44.2	60.4	+23.3
Perishables-----	57.5	78.0	61.1	69.8	+11.8
Average <sup>1</sup> -----	49.8	78.8	52.4	65.8	+15.6

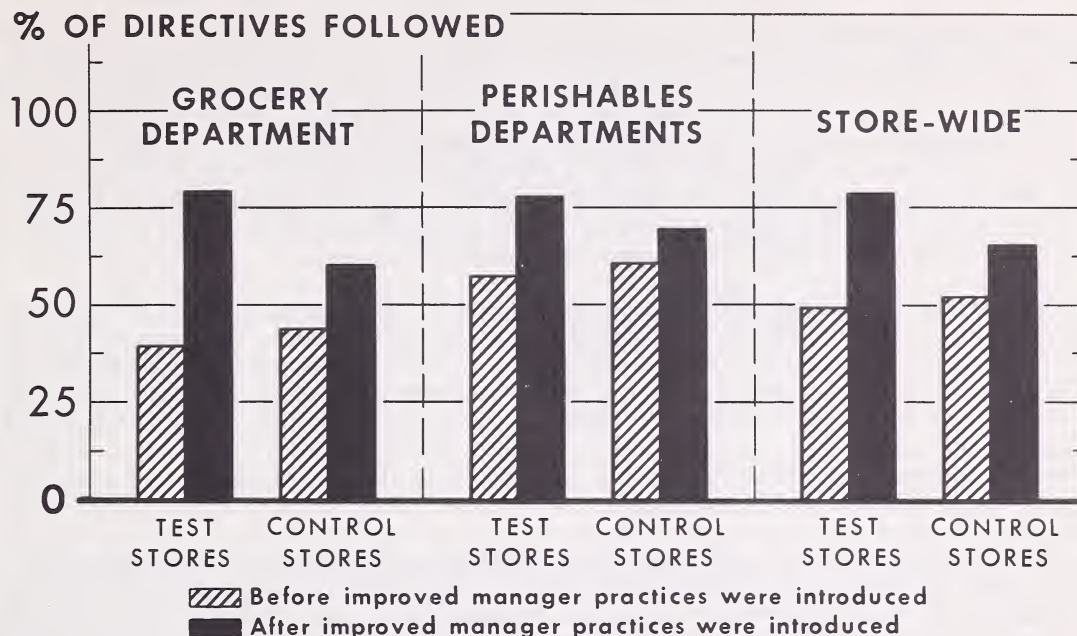
<sup>1</sup> Weighted by number of directives checked; see appendix tables Nos. 11 and 12.

The proportion of grocery directives followed increased from 44.2 to 60.4 percent in the group of control stores, an increase of 16.2 percentage points; and from 39.6 to 79.1 percent in the group of test stores, an increase of 39.5 percentage points. The net difference between the two groups of stores of approximately 23 percentage points can be attributed principally to the new management practices used in the test stores.

Perishables departments. --The record on compliance with company directives in the perishables departments was similar to that of the grocery department. However, the proportion of directives which were followed was higher during the 3-month preliminary period, and the improvement after new practices were adopted was not so marked. Approximately 60 percent of the directives issued for perishables were followed in both test and control stores during the 3-month benchmark period. Increased adoption of directives was noted in the second period for both test and control stores. However, the gain was considerably greater in the stores where new manager practices were adopted. The proportion of directives followed increased from 61.1 to 69.8, a gain of 8.7 percentage points, in the control stores; in the test stores, the proportion of directives followed increased from 57.5 to 78.0, a gain of 20.5 percentage points. The net differ-



# NEW MANAGER PRACTICES IMPLEMENT COMPANY ORDERS



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Figure 2. --Proportion of company directives followed before and after introducing improved manager practices.

ence of 11.8 percentage points between test and control stores can be attributed principally to the improved manager practices adopted.

The new manager practices were less consistently effective in the perishables departments than in groceries. This is the result of several factors. First, company directives were carried out more faithfully in the perishables departments than in groceries during the preliminary 3-month period. This may be attributed to the manner in which these directives were written and to the closer supervision given these departments. The number of company requests for merchandising action in meats, produce, dairy, and delicatessen departments was considerably less than for grocery departments. Second, each of the perishables departments has a special supervisor whose principal task is to see that company policies are being followed in departments under his jurisdiction. The grocery department has no departmental supervisor above the store level, but is under the direct supervision of the store manager, and his activities count most heavily in that department.

It should be noted that the proportion of directives carried out in test stores was as high in the grocery departments as in the perishables departments after new manager practices were tried. On the other hand, in the control store group adherence to directives for grocery departments continued to be poorer than for the perishables departments.

## Conclusions

What elements in the new manager practices accounted for the marked improvements in conformance to company directives? The principal factors are probably these:



1. Improved tools of management. -- These "tools" included: (a) The new summary sheet which helped the manager organize the directives that were to be carried out; (b) the knowledge of how department managers' meetings could be used more effectively to win department manager cooperation in following company directives; and (c) a more practical form for making periodic inspections of the store.

The new summary sheet, developed by headquarters with cooperation of the store managers, gave them more exact knowledge of what the company wanted. It brought together the many requests for action which originated from different management levels in the company and from the different departments. Previously, these requests had appeared in various communications during a period of 2 weeks prior to the date when action was to be taken, and the old weekly worksheet did not effectively summarize the material. While managers made an effort to organize the various directives for their day-by-day operations, this apparently proved a very difficult task. The new headquarters summary sheet helped overcome this difficulty.

The knowledge of how to hold effective meetings is an important tool for super-market managers. Reluctance to hold weekly department manager meetings often stems from a failure to understand how meetings can be used and how they can be made effective. Among the points covered during the conference dealing with department manager meetings were the following: (a) Decide what the meeting is to accomplish; (b) plan how to accomplish the meeting's purpose; and (c) follow the work plan you make. Under each of the three headings, specific ideas were suggested to illustrate how store managers would apply them to their own meetings.

As indicated previously, a new form for making periodic store inspections provided (a) a handy checklist of key items to check in each department, and (b) a few lines under each heading for listing the important things requiring departmental action. The form thus reduced the amount of writing which the store manager needed to do and organized his criticisms of the department under a few key points which department and store managers could agree were important for a good operation.

2. Improved practices in the use of management tools. -- Good tools are necessary to do a good job, but tools must be used properly to produce the results expected. The company studied had provided its store managers with management tools, such as a weekly sheet which partially summarized grocery directives, and specific procedures for making store inspections. These might have produced better results in carrying out company merchandising directives, but managers did not utilize these tools effectively. The new practices tried by managers of the 14 test stores were probably as important in achieving better follow-through on company directives as were the changes in the management tools themselves.

The weekly summary of company directives was effective in the test stores because managers used the form to organize their weekly task of carrying out the company's merchandising program. The new summary form might have been little better than the old one if it had not been used as a checklist of things the manager had to get done each week. It would be difficult to assess the value of improvements (if any) which resulted from discussions on how to hold meetings with department managers. However, test store managers did hold weekly meetings more regularly and thought about the purposes and processes of these meetings more constructively after discussions on the subject. In all likelihood, they made some improvements in their use of this management tool, and thereby made it a more effective instrument for getting company directives carried out at department levels. Similarly, the practices developed for inspecting the store were probably as important as the new form devised to guide the manager in achieving better departmental follow-through. For example, the procedure of making departmental inspections with the department managers provided an opportunity for getting agreement on corrective actions needed in the department and probably did much to motivate department managers to see that the actions were taken. Moreover, the new way of making store inspections was more likely to make department managers feel that the store manager was trying to help them rather than protect himself in the event of an inspection by the supervisor.

## IMPROVING METHODS OF PERSONNEL MANAGEMENT IN THE STORE

Personnel management is a major responsibility of supermarket managers. Today's supermarket employs from 20 to more than 100 men and women to do many specialized tasks, from "breaking down" a side of beef to bagging a customer's purchases. The manager must direct the activities of these people so as to obtain optimum productivity and good morale. Because each store is an almost autonomous operating unit, company supervisors and personnel officers can offer the manager relatively little assistance on day-to-day matters of employee relations.

### Some Typical Personnel Management Practices in Supermarkets

In the survey of supermarket management, it was evident that many store managers were aware of good personnel practices and made some effort to apply them in dealing with store employees. However, many did not understand why particular practices were good, and their application of practices recommended by company top management was often lacking in skill. Thus, for example, many store managers are aware that meetings with store employees are desirable, but the precise aspects of meetings which make them valuable tools for management sometimes are not understood, so that the techniques employed in calling and conducting meetings may increase any existing dissension between the manager and his employees, rather than reduce it.

Many supermarket managers also recognize that getting to know store employees and displaying an interest in them create good employee relations. However, in most stores there is no systematic method by which the store manager acquires knowledge about his employees and no formal requirement which would impel him to inquire about the special interests, aptitudes, or aspirations of his employees. Accordingly, many managers come to know their employees only by chance, if at all.

Among the supermarkets included in the study, personnel management at the store level was very similar to that noted in other supermarket organizations surveyed. Although some of the store managers had made use of employee meetings in the store, the problem of timing and the lack of organization usually resulted in a rather poor response by the employees and a feeling on the part of managers that meetings of store employees were seldom worth the effort. A store "crisis" or unusual chain-wide program often would be the occasion for the store-wide meetings that did occur. Few of the managers made regular use of meetings of groups of employees, such as grocery clerks or baggers, to discuss specific problems of the groups.

Most of the managers in the stores studied felt they knew something about their full-time employees, but acknowledged that their information was spotty and uncertain. Their information about most part-time employees was even less complete. Information collected about employees at the time of their application and hiring was available at the company's personnel office, but was not forwarded to the store manager. A card for each employee was maintained in the store, covering his assignments at different stores and including a comment by the store manager each time he was transferred. However, these cards contained no information about the employee's interests, aspirations, or previous work history.

The practice of assigning small groups of employees to special tasks requiring more than one person was used by many managers for such work as unloading delivery trucks and realigning gondolas. However, few managers had used task forces as a means of solving problems in store operations. None considered task forces as a way of assigning employees to special work for limited periods of time to utilize their special abilities, and none thought of task forces as a way of increasing employee awareness of store policies and programs.



## Personnel Management Practices Tested

Some of the conferences in the series dealt with practices aimed at helping supermarket managers to overcome the shortcomings noted. Among personnel management practices covered in the series of conferences with the test store managers were:

1. Meetings of employee groups in the store. --The subject of employee meetings was discussed at one of the manager conferences, and it was agreed that employee meetings should originate with, and be developed around, a purpose. It was also agreed that better employee morale and performance might be developed if meetings of relatively small work groups were held to discuss their own areas of activity, rather than store-wide meetings. Previously, store managers had thought of employee meetings as meetings of all store personnel. Several facets of store operations were suggested to illustrate the kind of subjects which might occasion meetings of employee groups. The conference also developed a number of points on the mechanics of holding employee meetings, including time, place, agenda, and employee notification. Managers of the test stores agreed to hold meetings of employee groups as the need arose.

2. File cards of employee interests and aspirations. --The possibility of using card files for employees was discussed as one means of helping store managers obtain information about store employees. These files were to include not only the "vital statistics" kind of information but also notes on employee interests, aptitudes, and aspirations. Store managers agreed that they would personally speak with each employee in securing the information for the file and that they would record the data themselves afterwards.

3. Employee task forces. --As one means of applying the information they had obtained about store employees, and to offer employees an opportunity to make use of their special talents in store operations, store managers agreed to appoint several task forces. For purposes of the study, task forces were suggested to deal with problems of (a) conserving store supplies, and (b) improving employee safety in stores. Employees from different departments were to be appointed to each task force and assignments were to be rotated. Employees on these task forces were to be given special recognition and specific periods of time each week for reporting to the store manager on work they had done and recommendations they wanted to make.

## Results of New Personnel Management Practices

Results of better personnel management practices may be evidenced in many different ways, such as improved relations with management, less disagreement among employees, better employee morale, greater employee job satisfaction, and more awareness of important company programs and policies. For purposes of this study, the following three measures were used: (1) Employee attitudes about working in the store; (2) employee opinions of their store managers; and (3) employee awareness of company programs in the store. A survey of employee attitudes was conducted in all 28 stores included in the study.<sup>4</sup> Employee opinions were obtained before the new manager practices were initiated, and again at the conclusion of the study about 5 months later.

1. Employee attitudes about working in the store. --Employee satisfaction with their work in the store was gaged by responses to a series of questions. The questions related to the following: (1) The employee's desire to transfer to another store in the company with the same pay and convenience to home; (2) the general likes and dislikes of working in the store; (3) employee's satisfaction with (a) the chance to show his ability; (b) the attention others paid to his work; and (c) the amount of work he had to do. Responses to each of these questions were scored and a composite rating was computed on the basis

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<sup>4</sup> The survey was conducted by personnel of the cooperating firm. Questionnaires were distributed to small groups of store employees in their respective stores. Filled-out questionnaires were sealed in envelopes and forwarded to USDA personnel for processing. Details of how the survey was conducted are given in the appendix.



of individual responses.<sup>5</sup> The group rating was expressed in terms of a 4-point scale: (1) Well satisfied, (2) moderately satisfied, (3) neither satisfied nor dissatisfied, and (4) dissatisfied.

Employees in test stores registered increased job satisfaction as compared with those in control stores. As indicated in table 2, the proportion of employees who indicated they were well satisfied or moderately well satisfied on the job increased. On the other hand, among control stores there was a decline in the proportion of employees who were well or moderately satisfied, and there was an increase in the proportion who expressed dissatisfaction with their jobs. There was an average net difference between test stores and control stores of approximately 7 percent in the proportion of employees who expressed satisfaction with their work after new personnel management practices were tried.

Employee attitudes about working in the store were also gaged by asking if employees felt that their store had become a better or worse place to work during recent months. The question was asked only on the follow-up survey. The average for test stores in the five districts showed that 21.7 percent of the store employees felt that the store had become a better place in which to work, as against 9.8 percent who said it had become worse, a net improvement of almost 12 percentage points (table 3). Among control stores, the averages for the 5 districts show that the proportion of employees saying they now had a better place to work was matched by an almost identical number who said their stores were worse than they had been.

Table 2.--Overall employee job satisfaction before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Degree of satisfaction	14 test stores		14 control stores		Net difference-- test over control stores
	Before	After	Before	After	
	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Well satisfied-----	18.3	20.6	17.7	14.8	+5.2
Moderately satisfied--	33.9	31.9	34.8	30.6	+2.2
Neither satisfied/ dissatisfied-----	34.1	33.8	34.7	35.6	-1.2
Dissatisfied-----	13.7	13.7	12.8	19.0	-6.2
Total-----	100.0	100.0	100.0	100.0	
No. of responses---	323	464	295	407	

Table 3.--Employees' attitudes on store as a better or worse place to work after introduction of improved manager practices, 28 supermarkets, 1954-55

Type of place to work	14 test stores	14 control stores
	<i>Percent</i>	<i>Percent</i>
Better place to work-----	21.7	17.5
About the same-----	68.5	66.1
Worse place to work-----	9.8	16.4
Total-----	100.0	100.0
No. of responses-----	283	265

Employee attitudes about working in a retail food store are affected by many things. Basic factors in the work situation, such as wages, hours of work, and nature of the

<sup>5</sup> See appendix for further explanation of questions asked, responses, and methods of scoring.

work, were not altered in this study. Managers merely agreed to apply some relatively simple personnel practices within their discretion as store managers. These simple things, such as meetings with groups of employees in the stores, asking employees questions about themselves in order to make up personnel file cards, and assigning some people to task forces in line with their interests, were the principal elements added in the test stores. These practices, when effectively utilized by store managers, were reflected in significant improvements in employee attitudes and awareness of important store programs.

2. Employee opinions of store managers. --In order to learn whether employee attitudes about the store managers had changed as a result of new personnel practices by the manager, the survey included questions designed to get employee opinions about their managers. Two questions were asked: How well the store manager organized the work of the store so that all departments got along well, and whether the store manager knew if the employee was doing good work or not. Responses to each of these questions were scored and both responses were taken into account in obtaining a composite rating expressing employee opinions about their store managers. Ratings were made on a 4-point scale: (1) Very favorable, (2) moderately favorable, (3) neither favorable nor unfavorable, and (4) unfavorable.

The proportion of "very favorable" responses in test stores increased from 30.9 percent to 47.6 percent. On the other hand, among the group of control stores the proportion of "very favorable" responses remained substantially the same during this period, at 36.5 and 37.9 percent (table 4). The average net difference between test and control stores in the 5 districts was 15.3 percentage points. This represents a gain of about 50 percent over the proportion of employees in test stores who had previously held very favorable opinions about their store managers. Offsetting, somewhat, this favorable response was a net decrease of 13.0 percent of those having moderately favorable opinions.

Employee opinions about their store managers were also measured by another question in the survey. In the follow-up questionnaire, employees were asked whether they felt the store manager had shown more or less interest in store employees in recent months. In test stores, 49.4 percent of the employees said their store manager had displayed more interest during this period; in control stores 39.0 percent said more interest had been displayed.

Table 4.--Overall employee opinions of store managers before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Employee opinion	14 test stores		14 control stores		Net difference-- test over control stores
	Before	After	Before	After	
	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Very favorable-----	30.9	47.6	36.5	37.9	+15.3
Moderately favorable---	38.1	18.1	35.6	28.6	-13.0
Neither favorable/ unfavorable-----	13.4	21.9	12.4	22.8	-1.9
Unfavorable-----	17.6	12.4	15.5	10.7	-.4
Total-----	100.0	100.0	100.0	100.0	
No. of responses-----	221	438	287	388	



Table 5.--Employees' opinion of store managers' interest in employees after introduction of improved manager practices, 28 supermarkets, 1954-55

Store managers' interest	14 test stores	14 control stores
	<i>Percent</i>	<i>Percent</i>
More interested-----	49.4	39.0
About same-----	45.3	56.1
Less interested-----	5.3	4.9
Total-----	100.0	100.0
No. of responses-----	280	271

A large proportion of employees in both test and control stores responded that their store managers had evidenced an increased interest in them (table 5). This can probably be accounted for by several factors. First, new employees were omitted from the tabulations on this question; only those who had been on the job 6 months or longer were considered able to answer the question. After an employee has been on the job a while and has come to know his store manager better, he is likely to feel that the manager is more interested in him than when he was newer on the job. Employees who are disgruntled with their job and their store managers are likely to leave in the first 6 months. Second, the company had engaged in a major effort to increase employee courtesy in the stores, and store managers were requested to initiate the program of customer courtesy by in-store meetings and discussions. These factors probably had a similar effect on both groups of stores and, therefore, the difference between test and control stores may be attributed to the new personnel practices adopted by managers in the test stores. An average of 10 percent more employees in the test stores than in the control stores said that store managers displayed greater interest in employees after the introduction of the new practices.

3. Employee awareness of storewide programs. --If company policies are to be followed at the store level, it is axiomatic that store employees need to be aware of the policy or program so they might be guided by it. To measure the effect of the new personnel management practices on employee awareness of typical company programs, two were selected for study, (1) conserving store supplies such as bags, wrapping paper, and linens and (2) reducing employee accidents in the store.

Conservation of store supplies was a subject of continuing concern with the company. Notices on store bulletin boards, employee publications, and manager directives had been used to convey to employees the importance of savings on store supplies. In the survey of employee attitudes, the following question was asked:

"Do you know if your store has a program for reducing waste and saving on store supplies?

1. ☐ Yes, there is a program here.

If yes, where did you hear or read about it? \_\_\_\_\_

2. ☐ There is no such program here.

3. ☐ There may be, but I haven't been told about it."

Responses were obtained to the question before and after improved practices were introduced in test stores.

In test stores of each district, the proportion of employees indicating awareness of a program to conserve store supplies increased significantly between the two periods of

the survey. Among employees in the group of control stores, on the other hand, the proportion of employees who indicated an awareness of such a program changed little. The change in control stores was from 46.2 to 50.5 percent, while in test stores employee awareness increased from 38.1 to 59.2 percent. The net difference between the group of test stores and the group of control stores was 16.8 percentage points, table 6. This represents a net gain of about 44 percent over the proportion of employees who had been aware of such a program before task forces on the subject were introduced in test stores.

Table 6.--Proportion of employees aware of a program to conserve store supplies, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores		Net difference-- test stores over control stores
	Before	After	Before	After	
	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
District A-----	34.4	43.4	45.7	47.4	+7.3
District B-----	33.8	54.1	46.3	44.2	+22.4
District C-----	40.5	71.8	42.7	56.5	+17.5
District D-----	50.0	81.8	60.0	65.5	+26.3
District E-----	31.8	44.7	36.4	38.8	+10.5
5-district average--	38.1	59.2	46.2	50.5	+16.8

Employee accidents in the stores were also a source of concern to the company, and various devices were used to make employees aware of the need to exercise care in performing store operations. In many stores posters were displayed in locker rooms and memorandums were sent to store managers from time to time for distribution to store employees. Supervisors made a special effort to work with managers in stores where accident rates were high. In the survey of employee attitudes, the following question was asked:

"Do you know if your store has a program for reducing accidents on the job?

1. ☐ Yes, there is a program here.

If yes, where did you hear or read about it? \_\_\_\_\_

2. ☐ There is no such program here.

3. ☐ There may be, but I haven't been told about it."

The question was asked in the survey before and after improved practices were introduced in test stores.

The proportion of employees who were aware of the program in both test and control stores increased substantially. However, test stores showed a considerably greater improvement in employee awareness. For the 5 districts, there was an average net gain of 11 percentage points among employees of test stores over those in the control group, table 7. This represents a net improvement of about 20 percent in the proportion of employees who had been aware of a program on store safety before task forces on the subject were introduced in test stores.



Table 7.--Proportion of employees aware of a program to prevent store accidents, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores		Net difference-- test stores over control stores
	Before	After	Before	After	
	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
District A-----	33.3	50.9	46.5	53.1	+11.0
District B-----	34.4	54.8	35.2	50.5	+5.1
District C-----	39.3	61.5	47.8	64.6	+5.4
District D-----	52.0	87.1	40.0	58.1	+17.0
District E-----	27.3	46.4	40.0	42.4	+16.7
5 district average---	37.3	60.1	41.9	53.7	+11.0

Part of the improved employee awareness in control stores as well as test stores may be attributed to special company-wide activity during the period of the study to make store personnel conscious of safety on the job. However, the net difference of 11 percentage points between test and control stores may properly be attributed to the use of employee task forces which were part of the improved personnel management practices introduced in test stores.

There was considerable variation among stores in different districts, in both the extent of gain and the level of awareness obtained on both company programs. Where task forces were effectively used, awareness increased to above 80 percent of store employees. Some of the test store managers who appointed task forces failed to utilize these groups effectively. Shortcomings were evidenced in the initial appointment of the group--some managers made the appointment without suitable store publicity. Follow-up, too, was faulty in some instances; some managers did not work out a systematic procedure for obtaining reports from the task forces, and in some stores task forces ceased to operate when the manager did not take the time to recognize their efforts. Thus, differences between test stores can largely be traced to differences in the effectiveness with which managers used task forces as an instrument for improving their personnel relations.

### Conclusions

It has been noted in studies on employee relations that the things which contribute most to an employee's satisfaction with his work or his supervision are not necessarily the things which management has devised to accomplish these ends. For example, in the survey of employee attitudes conducted by the cooperating firm, personnel were asked what they liked best about working in their supermarket, and the most frequently cited response was friendliness of other employees. They were also asked whether they would be willing to transfer to another store of the chain (with the same pay and convenience to their home). Among those who preferred not to transfer, the overwhelming reason given was that they "got along" well with the other employees. In both answers, employees referred principally to the small work group of which they were a part, rather than to store employees as a whole. Thus, the "simple" things which a manager can do to develop congenial, satisfying work group relations will result in generally improved employee relations. The use of work group meetings and of task forces in the test stores are examples of the kind of activities which give tangible results.

Not all managers in the 14 test stores applied the recommended personnel practices with equal skill and effectiveness. In this experiment, as in any program aimed at store managers, some made good use of all the suggestions they received, while others were indifferent to some ideas. Results for the group reflect what might be expected from such a program applied to a representative group of supermarket managers.

## SIMPLIFYING STORE OPERATIONS

Supermarket managers are mostly concerned with store activities which they feel will contribute toward increased sales. Typically, they see store operations as tasks associated with merchandising; they usually interpret improved store operations as meaning better merchandising techniques. Managers spend relatively little time studying employee work methods as a means of reducing operating costs. Although supermarket managers recognize the desirability of holding down labor costs in proportion to sales, many feel that the only way feasible to accomplish savings in labor costs is by increasing sales.

When it becomes necessary to trim labor costs, store managers will usually have fewer part-time employees report for work or let some full-time employee go. Managers usually make such reductions in working hours without previously devising ways of getting the necessary work done with fewer hours of labor. Accordingly, such "arbitrary" reductions in man-hours often result in dissatisfaction among remaining employees on the amount of work they are expected to do and in failure to have necessary store work done.

Among supermarkets included in the experiment, store managers were responsible for operations of the entire store. They were responsible for department expenses and wage costs, and for allocating part-time help from the check stands to the grocery and produce departments when needed. Such allocations of extra help were in addition to the part-time employees regularly assigned to these departments. However, despite the authority vested in store managers, most managers in the stores studied were not as active in the management of produce and meat departments as they were in grocery departments. Managers of stores studied had virtually no knowledge of the way to reduce labor requirements for particular operations; they made no consistent effort to save labor costs by simplifying operations.

### Acquainting Store Managers With Concepts and Methods of Work Simplification

As part of the program to improve the effectiveness of supermarket managers, 2 conferences in the series of 10 were devoted to the subject of work simplification. The first meeting consisted of a brief discussion of work simplification and its value, a motion picture illustrating work simplification as applied to the task of placing pegs in a peg board, and an outline of steps to be taken in applying work simplification to store operations. The second meeting reviewed the previous discussion and covered some principles of work simplification. Among the principles discussed with the managers, were the following:

1. Relieve hands of work which can be done by foot, a conveyor, or a holding device.
2. Position tools, materials, and work surfaces to minimize hand, arm, and body movements.
3. Develop a rhythmic pattern of work which is comfortable and convenient.
4. Eliminate operations which can be avoided or which can be done in combination with essential tasks.
5. Make use of gravity and mechanical power, rather than human effort, where practical.
6. Minimize nonproductive motions and gross body movements.
7. Balance crews in group operations to minimize stand-by time and idle equipment.



Simple show cards were drawn up to illustrate the application of these principles (see fig. 3).

Following the discussion of the principles, a motion picture was shown which illustrated how some of these principles had been applied to store operations and the savings which had resulted.<sup>6</sup> Store managers were then asked to select a particular job in the store, study it, and to try to reduce man-hour requirements for it. It was suggested that they study a job in the grocery or produce department and report back at a subsequent meeting what they had done and the results they had obtained. Some of these results are given below as reported by the store managers:

Manager MS: Studied produce receiving. Formerly, produce deliveries were unloaded onto the sidewalk in front of the store, then placed on hand trucks and wheeled into the store. Hand trucks were wheeled through the store and into the produce room in the rear of the store. Now, deliveries are made by a rear door of the store and a roller conveyor (previously used only for groceries) is utilized. The manager estimates a saving of about 90 man-minutes on each produce delivery.

Manager BL: Studied removal of salvage from cellar to trailer. Formerly, he had four men form a "human chain" transferring salvage from the cellar to the loading-out area back of the store. He reversed the roller conveyor previously used only for groceries and utilized it to bring salvage up from the cellar. The manager reports a saving of 1 man-hour on each salvage operation--twice a week.

Manager JB: Studied frozen food receiving. He has no roller conveyor, but by organizing work better he is able to have the receiving done in half the time. One man segregates items in the freezer before the delivery truck arrives. He has four flat trucks and a "pack-out truck" ready; while the unloading is done, merchandise is segregated onto the four trucks. Merchandise which can be used in the store immediately is loaded onto the "pack-out truck" and goes directly to frozen food cases. The other trucks go into the freezer where merchandise is stored in the same order that it was segregated on the receiving trucks.

Manager SS: Studied dairy receiving. Previously he received with hand trucks; the trucks were wheeled into the icebox and then unloaded and the cases stacked. Now he receives dairy goods at a different door and utilizes conveyors which had previously been used only for groceries. The receiving operation which took 90 minutes is now done in 30 minutes.

Manager PW: Studied grocery receiving. Previously, the delivery truck parked on the street in front of the store so that unloading had to be done through a side door of the truck. Now, the truck is parked at the side entrance to the store and unloading is done through the rear door of the truck. This arrangement makes it possible to use conveyors and to bring the merchandise directly into the store's grocery-holding area. The new procedure also facilitates checking the order, since the invoice sheets are arranged in the same order that the merchandise is loaded into the truck from front to rear. The manager reports a saving of 8 man-hours on an average 1,200-piece load.

Manager JB: Studied utilization of grocery clerks in pulling merchandise for end displays. He now has 2 men arrive 1 hour earlier to take merchandise from the back room and place it where needed for the ends; thus, he no longer has 4 men pulling merchandise at the same time. The manager thinks that this saves man-hours in bringing merchandise from the back room, results in getting the end displays up 1 hour earlier, and reduces the time his men are working in the aisles while customers shop.

Manager JF: Studied utilization of cashier's time. He considered various things they could do in slack period. He had been having trouble with the price marking of

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<sup>6</sup> This motion picture was made by the Wholesaling and Retailing Section, Marketing Research Division, AMS, and is based on work done by this USDA unit.

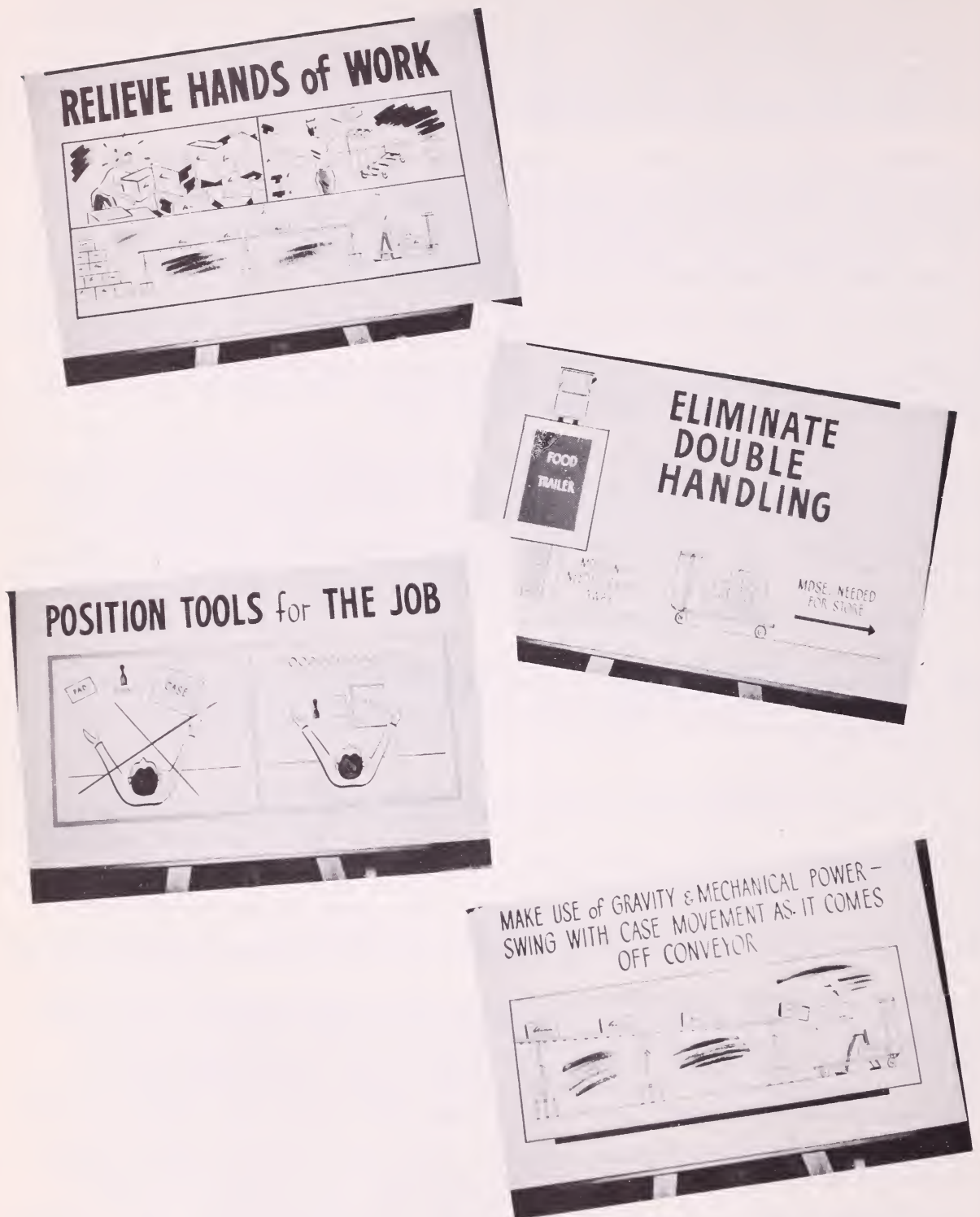


Figure 3. --Illustrative material used in manager conferences on work simplification.



gelatin and soap. Now, he has the cashiers stamp gelatin and soap during slow periods. This practice saves grocery-clerk time in stamping, and the merchandise can be stocked more rapidly.

Manager JS: Studied storage of premiums used in connection with a tape plan. Formerly, he stored them in the back room of the store. When a customer presented tapes at the manager's office at the front of the store, it was necessary to dispatch a clerk to the back of the store to obtain the required premium. Now premiums are stored in an anteroom to the cellar within 15 feet of the office. The manager estimates this saves 10 man-hours per week.

Manager PM: Studied utilization of time in special departments. The manager found stand-by time excessive in the coffee booth and the information-bottle return counter, and then considered how these employees could help in other departments. He now has a grocery clerk load flat trucks with such items as soaps, gelatins, and 8-ounce goods. One flat truck is taken to the coffee department, another to the bottle-return clerk, and, as time permits during the week, the clerks price mark this merchandise. The stamped merchandise can be wheeled to the display counters and placed into stock immediately. The manager thinks that he has saved considerable grocery-clerk time.

Manager JF: Studied produce receiving. Formerly, produce was received onto hand trucks and then wheeled into the store where it was unloaded in the produce-holding area. When the trucks were all in use transporting goods, or in the holding area being unloaded, the men who were unloading the truck had to stop until an empty hand truck came back to the delivery truck. The manager now uses his grocery conveyor and avoids work stoppage. He estimates a saving of about 5 man-hours per week.

Manager JT: Studied pulling bottled soft drinks from cellar stock for display shelves. Formerly, stock was loaded onto hand trucks, carted to the mechanical conveyor, unloaded onto the conveyor which brought merchandise up to the store floor, and then loaded onto another hand truck for carting to display shelves. Now, hand trucks are loaded in the cellar, brought up to the store floor by freight elevator, and then wheeled out to the display floor. There is much less handling of merchandise, and the manager estimates a saving of 4 to 5 man-hours per week.

## Conclusions

Results indicate that store managers can understand and utilize the principles of work simplification in day-to-day store operations. Although the step-by-step procedures recommended for studying particular tasks may not have been followed in every situation, store managers apparently could devise better work practices by adopting ideas that had been discussed or shown in the motion picture. For example, the case studies indicate that many managers adapted the roller conveyor, which had been used exclusively for the grocery department, to serve the other departments as well. After the managers had discussed the idea of using mechanical power where possible and had seen the added usefulness of their conveyors, it was not necessary to develop extensive flow charts or to make exhaustive time studies to get them to use the roller conveyors for other store operations.

It is likely that managers did not explore all the possibilities for improving work practices in the stores, and that further savings in time and effort could be obtained even on those tasks which they did study. However, improving work methods is a continuous process. Having critically examined several store operations with a view to simplifying them, store managers might continue to look at various tasks in the store from this new point of view. Savings might not be large on any individual task, but the process of whittling away at labor costs in this fashion is good practice for store managers and employees, as well as for the company.

## RESULTS OF IMPROVED PRACTICES ON OVERALL STORE OPERATION

In earlier sections of this report improvements were noted in the test stores in carrying out company directives, in employee attitudes about their work and their store managers, and in the amount of time taken to do some store operations. With improvements in these several phases of store management, some general improvement in store operations would be expected. Two measures were used to evaluate overall results of the new manager practices tried in the 14 test stores: (1) Voluntary merchandising effort and (2) sales per man-hour.

Store managers who utilized a work simplification approach to the study of some of their store operations reported saving a number of man-hours on routine tasks. If, at the same time, managers developed good employee relations, store employees would be likely to utilize time saved on one task to do other work in the store. With employees' willingness to make effective use of their time and a saving in man-hours in performing their usual tasks, more effort would probably go into store merchandising, over and above that required by company directives. Moreover, new manager practices tried in the test stores were aimed at giving store managers more effective supervision over their departments. This supervision, too, was likely to be reflected in greater merchandising effort in the perishables departments as well as in groceries.

For purposes of the study, voluntary merchandising effort is defined as merchandising displays and department or general store decoration not specifically ordered by the company. Ratings were given as follows: (1) Extensive merchandising effort; (2) moderate merchandising effort; and (3) little or no merchandising effort.

### Voluntary Merchandising Effort

During a period of 3 months before the initiation of new manager practices and for a period of 4 months afterwards, systematic observations were made of the voluntary merchandising effort evidenced in all 28 stores. Separate ratings were made on the grocery department, which included frozen foods, housewares, and soft goods, and on the perishables departments, which included meat, produce, dairy, and delicatessen items.

Storewide voluntary merchandising effort. --Ratings made in the perishables and grocery departments indicate that there was a marked gain in test stores compared with control stores. The averages for the 5 districts were as follows: For control stores, ratings of "extensive merchandising effort" increased from 22.5 to 25.8 percent, a gain of 3.3 percentage points. For test stores, on the other hand, ratings of extensive effort increased from 18.0 to 37.2 percent, a gain of 19.2 percentage points. This represents a net gain in test stores of 15.9 percentage points over the control group, or a net improvement of almost 90 percent over the level attained in test stores before new manager practices were introduced. (See table 8.)

Voluntary merchandising effort by departments. --Ratings in the grocery department indicate increased merchandising effort in both control and test groups of stores, figure 4. However, the gain was more marked in grocery departments of the stores in which new manager practices were introduced. The proportion of ratings of "extensive merchandising effort" for the group of control stores increased from 17.4 to 25.9 percent, a gain of 8.5 percentage points, while for the group of test stores, "extensive merchandising" ratings increased from 11.8 to 31.8 percent, a gain of 20.0 percentage points. Thus, test stores recorded a net gain of 11.5 percentage points over the control group, and this net gain represents an improvement of almost 100 percent over levels attained in test stores before new manager practices were tried.

Results in the perishables departments were similar to those noted in the grocery department. While in the group of control stores substantial improvement was evidenced by an increase in the proportion of "moderate" effort ratings (54.4 to 64.6), there was virtually no change in the proportion of ratings of "extensive merchandising effort"



(25.3 to 25.8). On the other hand, for the group of test stores, the proportion of extensive merchandising ratings increased from 22.2 to 40.6 percent, a gain of more than 18 percentage points. Thus, there was a net gain of 17.9 percentage points by the group of test stores, and this gain represents an improvement of more than 80 percent over the levels attained in test stores before new manager practices were introduced.

Table 8.--Extent of voluntary merchandising effort in all store departments, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Department and merchandising effort	14 test stores		14 control stores		Net difference-- test over control stores
	Before	After	Before	After	
Grocery Department:	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
Extensive merchandising effort	11.8	31.8	17.4	25.9	+11.5
Moderate merchandising effort--	59.3	60.6	55.9	57.9	+ .7
Little merchandising effort---	28.9	7.6	26.7	16.2	-12.2
Total-----	100.0	100.0	100.0	100.0	
Number of ratings-----	191	215	151	206	
Perishable Departments:					
Extensive merchandising effort	22.2	40.6	25.3	25.8	+17.9
Moderate merchandising effort--	56.0	54.1	54.4	64.6	-12.1
Little merchandising effort---	21.8	5.3	20.3	9.6	-5.8
Total-----	100.0	100.0	100.0	100.0	
Number of ratings-----	312	333	248	316	
All Store Departments: <sup>1</sup>					
Extensive merchandising effort	18.0	37.2	22.5	25.8	+15.9
Moderate merchandising effort--	57.5	56.6	54.9	62.0	-8.0
Little merchandising effort---	24.5	6.2	22.6	12.2	-7.9
Total-----	100.0	100.0	100.0	100.0	
Number of ratings-----	503	548	399	522	

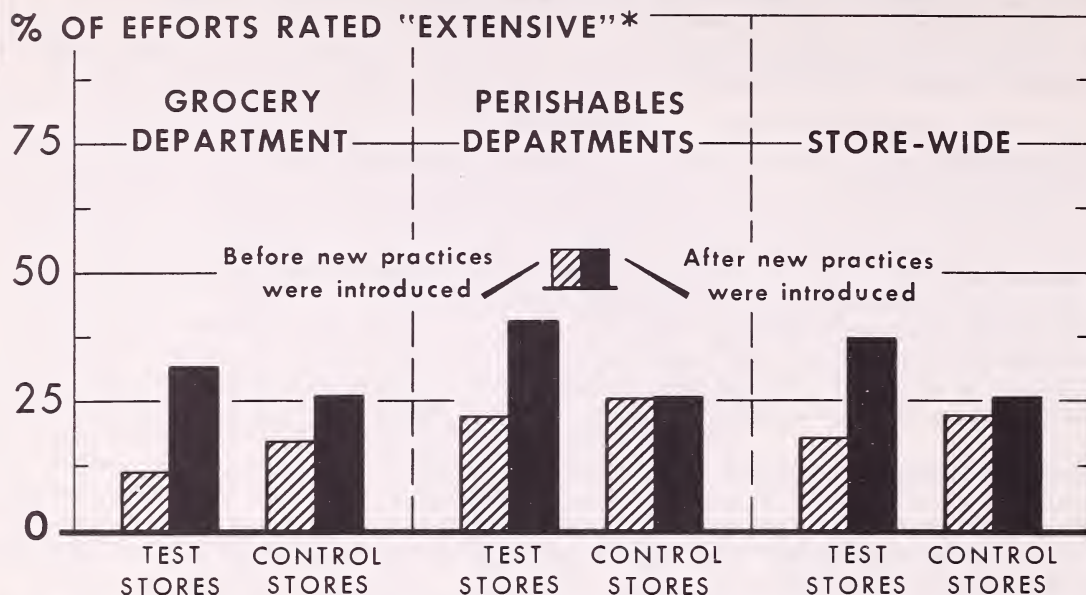
<sup>1</sup> Weighted by number of ratings made--see appendix tables Nos. 20 and 21.

Although several factors may have accounted for some of the changes noted, it is likely that the improved manager practices introduced in the test stores played an important part. Of special significance in this connection are the suggestions on handling periodic store inspections. Under the new procedure the store manager inspected each department with the department manager, and thus provided an opportunity for closer working relations. To further facilitate effective participation by store managers in their perishables departments, under the new procedure store managers were to select one item each week in meats, produce, dairy, and delicatessen with which they could personally help the department managers to make a special merchandising effort. Comments by several of the store managers who tried this tactic indicated that they had been well rewarded.<sup>7</sup>

<sup>7</sup> One store manager reported winning the cooperation of the fish department manager in this manner. They worked out plans for merchandising the special items and for decorating the department (the fish manager contributing decorative materials from home). This cooperative merchandising effort probably accounts for the fact that sales for the week were almost three times as great as they had been in previous weeks.

# VOLUNTARY MERCHANDISING EFFORTS

Before and After Introducing Improved Manager Practices



\*VOLUNTARY MERCHANDISING EFFORTS EVIDENCED IN THE STORES WERE RATED "EXTENSIVE MERCHANDISING EFFORT," "MODERATE EFFORT," AND "LITTLE EFFORT."

U. S. DEPARTMENT OF AGRICULTURE

NEG. 3128-56 (4) AGRICULTURAL MARKETING SERVICE

Figure 4. --"Extensive" voluntary merchandising effort before and after introducing improved manager practices.

## Sales per Man-Hour

The second measure used to evaluate overall results of the new management practices was changes in sales per man-hour. Supermarket officials commonly use these changes to evaluate overall store efficiency. In using sales per man-hour as a measure it is recognized that the ratio of dollar sales to hours worked is subject to many influences. Both the dollar sales volume and the number of hours worked, are affected by external factors beyond the control of store managers. It is assumed that if company merchandising plans were followed more faithfully and if there were more voluntary merchandising activities sales would probably increase. At the same time the application of work simplification principles to store operations and improved employee relations would result in some reduction of man-hour requirements. The result of these influences probably would be reflected in more sales per man-hour.

Company records on sales per man-hour for the 28 stores were analyzed separately for the grocery department and for the produce department. The results suggest that the improved manager practices contributed to increased sales per man-hour in both departments. The actual dollar and cents figures of sales per man-hour are not shown; however, the percentage changes which occurred in sales per man-hour are given, see tables 9 and 10. The period before new practices were introduced includes an 8-week period ending November 13, 1954, and a 4-week period ending February 5, 1955. To represent the period after new management practices were tried in test stores, records were obtained for the 8 weeks ending June 5, 1955.

In groceries the net gain in sales per man-hour for the test stores was 3.4 percent over that recorded by the control stores (table 9). The changes in grocery sales per



man-hour were the result of two factors. First, because of a decline in grocery volume (mostly attributable to the different seasons covered by the data), sales declined about 5 percent in the group of test stores and about 4 percent in the control stores. Second, an accompanying decline in grocery man-hours; man-hours in the test stores were reduced by more than 7 percent, whereas those in control stores were reduced less than 4 percent. Thus, although the ratio of sales per man-hour decline slightly in control stores, there was an improvement in the stores in which the new manager practices were tried. It is assumed that a decline in sales per man-hour similar to that noted in control stores would have been recorded for the test stores too, except for the improved manager practices which were introduced.

Table 9.--Grocery sales per man-hour, by districts, after introduction of improved manager practices, 28 supermarkets, 1954

Districts	Change in sales per man-hour		Net difference-- test stores over control stores
	14 test stores	14 control stores	
	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
District A-----	+5.0	+0.9	+4.1
District B-----	+ .7	-1.0	+1.7
District C-----	+1.0	-4.9	+5.9
District D-----	+6.0	-1.4	+7.4
District E-----	<sup>1</sup> +1.8	<sup>1</sup> +3.7	<sup>1</sup> -1.9
Average-----	+2.9	-.5	+3.4

<sup>1</sup> See appendix for discussion of individual stores in this district.

Table 10.--Produce sales per man-hour, by districts, after introduction of improved manager practices, 28 supermarkets, 1954

Districts	Change in sales per man-hour		Net difference-- test stores over control stores
	14 test stores	14 control stores	
	<i>Percent</i>	<i>Percent</i>	<i>Percent</i>
District A-----	+41.7	+20.2	+21.5
District B-----	+47.0	+23.9	+23.1
District C-----	+34.1	+15.2	+18.9
District D-----	+14.1	+10.3	+3.8
District E-----	<sup>1</sup> +22.4	<sup>1</sup> +21.2	<sup>1</sup> +1.2
Average-----	+31.9	+18.2	+13.7

<sup>1</sup> See appendix for discussion of individual stores in this district.

The improvement in sales per man-hour in the test stores, compared with the control stores, is more marked in produce sales than in grocery sales. In both groups of stores produce volume increased (the increase was primarily attributable to the different seasons covered by the data). In the test stores, produce sales were up more than 20 percent; in the control stores, the increase was less than 18 percent. However, in control stores the number of man-hours in produce departments increased by approximately 2 percent to meet increased volume, while in the test stores, despite a greater increase in produce sales, the number of man-hours was reduced by approximately 3 percent. These differences are reflected in sales per man-hour recorded for the two groups of stores. As indicated in table 10, the average gain in control stores was 18.2 percent while that in the test stores averaged 31.9 percent, a net difference of almost 14 percentage points.

The greater improvement in produce sales per man-hour for the test stores compared with groceries in these stores may be attributed to two factors. First, the improved relations between test store managers and their department managers, especially in perishables. (This was evidenced in voluntary merchandising effort too.) The greater gain in produce sales per man-hour in the test stores compared with their record in groceries may be attributed, in part, to another factor. Substantial increases in sales volume for groceries and, to a lesser extent, produce can be handled with relatively little increase in the number of man-hours required, if some efficiencies are introduced and good employee relations are maintained. However, even in the face of a reduced sales volume it is difficult to reduce the number of man-hours used in operating a supermarket or, at least, there is a considerable time lag between lower sales and lowered man-hours. Thus, the 7-percent reduction of grocery clerk's hours by managers of the test stores may be viewed as a rather significant achievement.

## Conclusions

The experiment demonstrates that a program of selected manager practices specifically aimed at improving the effectiveness of supermarket managers can produce tangible results, which can be translated into dollars and cents. A program to improve store managers' practices should include the following: (1) A critical evaluation of existing practices--this could be accomplished through extensive in-store interviews and observations. (2) The selection of particular areas of managers' work where improvements would be especially helpful and most readily attained. (3) The development of improved practices, in cooperation with the store managers who will use them. (4) A period in which the new practices are tried and then revised, if necessary, to assure their acceptance. The program tested followed this pattern.

The program described is applicable to other supermarket chains or units, and, if properly applied, is likely to produce results similar to those found in the experiment. In applying the program, any one or all of the new manager practices described may be used. However, results are likely to be better if major areas of store management are explored as, for example, any one of the three covered in this study: Following company directives, personnel management, or simplifying store operations. By taking a major problem, attention can be focused on the problem and methods of solving it in the individual store rather than on the details of a particular plan of action developed by management to solve similar problems in all stores. If store managers are permitted to participate in the attempts to solve their individual store operating problems, they are likely to improve on management's proposals, and, at the same time, are more likely to accept and use the proposals.

Improving operations is a continuous objective of supermarket management and managers, and, if handled as recommended, management's specific suggestions of new, more efficient practices are likely to be accepted by store managers. On the other hand, repeated management directives exhorting managers to do specific tasks in their operations of the store may be irritating, particularly to the conscientious managers. Moreover, the management that attempts to be specific and detailed in its directives introduces the probability that some detail may be inappropriate to some stores; the manager may then disregard the directive as a whole because part of it does not apply to him.

## APPENDIX--PROCEDURES FOLLOWED IN CONDUCTING THE STUDY

To test the value of new manager practices in improving the effectiveness of supermarket managers, it was necessary to (1) devise measures of manager performance and collect data in terms of such measures for a period before and after the new practices were introduced and (2) hold constant the factors other than the new manager practices which might affect performance.



## Measures of Store Manager Effectiveness

Unlike some factory operations that can be measured in terms of units produced per hour, no single measure is satisfactory for evaluating the effectiveness of supermarket managers. Since three broad areas of manager activities were studied, and new practices were developed and initiated in these areas, the following measures were devised and used in the experiment: (1) The extent to which company merchandising directives were followed in the stores; (2) the extent of employee satisfaction with their work in the store; their approval of the store manager; and their knowledge of important company programs at the store level; and (3) the extent to which managers applied principles of work simplification in day-to-day operations. In addition, two overall measures of manager effectiveness were used: (1) The extent to which effort was expended in merchandising activities, over and above that required by the company directives, and (2) sales per man-hour in grocery and produce departments.

### Measuring Compliance With Company Merchandising Directives

In order to measure the degree of store compliance with management directives, a three-point rating scale was devised. Individual ratings were made on selected merchandising directives, as follows:

1. The directives were not followed, or less than minimum requirements were met.
2. Minimum requirements of the directives were met.
3. More than a minimum of effort was evidenced.

Each week, the company mailed to each store manager a number of bulletins containing various directives which he was to carry out in his store. Most directives were concerned with merchandising, such as pricing, items to be featured, and the kind of displays to build. All departments of the store were included in some of the directives mailed to store managers, though the greatest number concerned groceries. The directives were sent from the branch office and from company headquarters.

Each Monday, all of the directives which were to be carried out in the stores that week were reviewed by the researchers. Ten to fifteen representative items in all departments of the store were selected. These items were then thoroughly discussed with the training director of the chain to confirm what the stores were to do, in each case, to comply with the company's expectations. On the basis of these discussions, which revealed the minimum action expected by the company, researchers visited the 28 stores participating in the study and rated performance on each of the selected items.

Among the types of actions called for in the various company bulletins and rated in the study were displays such as: (1) End displays (large and sometimes massive displays of merchandise located at the ends of gondolas); (2) wing displays (somewhat smaller displays placed in the aisles immediately adjoining and to the right or left of an end display); (3) shelf extenders (round or square extensions of a shelf which are inserted beneath the merchandise so that the display of merchandise will extend beyond the limits of the shelf); (4) basket displays (displays in small baskets which are attached to shelves and are used mainly to tie in related items); (5) dump displays (merchandise is dumped into shopping carts or bins); and (6) signs or posters (displayed in various parts of the store such as windows, overhead wires, walls, and sides of display cabinets, refrigerators, or freezers).

Internal promotions were also rated; these are items selected by management, that are not featured in the newspaper advertisement, but are to be displayed prominently in the store. This type of promotion generally calls for initiative on the part of the department manager because the type of display is not specified.

Because company policy stated that items specified in grocery directives were to be completed by Wednesday afternoon, and items in perishables departments by Thursday morning, observations of compliance with company directives were limited to Thursday and Friday. The procedure followed by an observer was to inform the manager of the store of his presence as soon as he reached the store. The observer would then inspect the store, unaccompanied, noting the degree of compliance with the selected directives. If he did not see required displays, he asked whether the merchandise had been received. If it had not been received, he made no record for that particular item.

Company directives on matters in which compliance could not readily be ascertained by observation were not included in the study. For example, requests that managers file certain information by a specified date or that return merchandise be assembled in a particular fashion before being sent back to the warehouse were not included. These kinds of directives were not checked because the researchers would need to depend too much on the store manager's memory in determining if the actions were properly carried out.

### Measuring Employee Attitudes

In order to determine what effect, if any, new manager practices had on employees' satisfaction with their work in the store, their views toward the store manager, and their knowledge of company programs in the store, a survey was conducted among employees. The survey was conducted by the personnel staff of the company, and completed questionnaires were forwarded to USDA personnel for processing and analysis.

USDA researchers helped to develop the questionnaire used and to plan how the questionnaires would be handled.<sup>8</sup> Store employees filled out questionnaires twice, once before new manager practices were introduced and again about 5 months later, after the new practices had been tried in test stores. Identical procedures for conducting the survey were followed on both occasions. The survey was conducted among employees in the 28 stores. Company personnel visited each store twice, once to interview the full-time employees and again to interview part-time employees.

Store personnel were assembled in groups of 8 to 12 people in a secluded part of the store (usually a balcony office or basement stock room) and given a brief oral introduction to the survey before being requested to fill out the questionnaires. When one group had completed the questionnaire, another group was assembled, until all employees in the store at that time had been included. Approximately 70 percent of all store personnel, other than store and department managers, filled out questionnaires before and after new practices were introduced. Breakdowns by age and sex were substantially the same in both survey periods, and between test and control stores, thus indicating comparability. The second survey was not confined only to employees who had answered the questionnaire in the first survey. Because of relatively high turnover, it was assumed that there would be less bias in interviewing all store personnel on the job at the time than in omitting employees working in the store less than 6 months at the time of the second survey.

### Measuring Application of Work Simplification Principles

It was not feasible or necessary to use extensive time studies to determine whether managers of the 14 test stores had applied principles of work simplification in their day-to-day store operations. For purposes of the study it was sufficient to know that they had used the principles discussed in the series of manager conferences and had thereby achieved some savings in labor. Accordingly, each manager of a test store was asked to write a brief report of the steps taken in analyzing a particular operation, the changes introduced, and the approximate savings obtained in labor costs. These brief case studies were turned over to the training director and documented the oral

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<sup>8</sup> A copy of the questionnaire used is available on request from the Wholesaling and Retailing Section, Marketing Research Division, AMS, USDA, Washington 25, D. C.



report given by individual managers during the conferences. USDA researchers afterwards visited each of the test stores to observe at first hand the changes made and to confirm the savings which occurred. The written case studies, together with the USDA observer's notes on each store visit, were the basis for the brief statements given in this report on how managers had applied principles of work simplification. Managers of control stores were not requested to devise better work practices, and no evidence was available to the researchers that these managers had done so on their own initiative.

### Measuring Voluntary Merchandising Effort

One likely manifestation of improved employee relations and more efficient operations in a supermarket is an increased amount of time and effort going into merchandising activities, beyond that required by company directives. Accordingly, ratings on voluntary merchandising effort were used as a measure of overall store manager effectiveness. For purposes of this study voluntary merchandising effort is defined as merchandising displays and department or store-wide decorations not specifically ordered by the company. Ratings were given as follows: (1) Extensive merchandising effort; (2) moderate merchandising effort; and (3) little or no merchandising effort.

In the rating process observers did not attempt to evaluate managerial or employee merchandising ability. Moreover, since company policy frowned on excessive store or window decorations, "extensive" effort was defined in terms of labor time rather than size of display or number of signs per se. The sole basis for rating was the amount of time and effort the people in the store expended on particular items. Inasmuch as there was some variation between stores in the type of construction, lighting, display fixtures, size, and age of fixtures, care was exercised to avoid undue influence by these factors.

A rating of "1" was given for extensive merchandising effort in store and departments in instances such as:

A produce department built a replica of a Thanksgiving dinner table the full length of the produce gondola, complete with decorative tablecloth, place settings, and centerpiece.

A meat department painted a winter scene on the mirror running the length of the meat display case.

In connection with a chain-wide promotion, a produce department built a ski run out of citrus fruits, complete with an authentically costumed skier (display dummy).

### Measuring Sales Per Man-Hour

Sales per man-hour figures are used in many supermarket organizations as a measure of manager effectiveness. The company in which the experiment was conducted computed sales per hour ratios on the basis of weekly sales and weekly payroll figures from each of their stores. The company compiled the information in 4-week periods for review by top management and these data were used in the study. Company records on sales and payroll for the 28 stores were analyzed for the grocery department and separately for the produce department. For the period before new manager practices were tried, records used included an 8-week period ending November 13, 1954, and a 4-week period ending February 5, 1955. To represent the period after new management practices were tried in test stores, records were obtained for the 8 weeks ending June 5, 1955. These periods coincided with the first weeks of the study, a period on the eve of introducing new manager practices in test stores and a period 2 months after the series of conferences with test store managers had been concluded; the same periods were used for both test and control stores.

While the ratio of sales per man-hour is subject to many influences over a period of time, the measure is useful for comparative purposes. Notes were also maintained by company personnel and USDA researchers on factors which might have seriously

influenced sales per man-hour ratios in any store or district. Review of these notes indicated a likely balancing of such factors as special bulletins or advertisements for some stores and temporary absences of store or department managers. The company cooperated by holding to a minimum personnel changes or promotional activities for the 28 stores in the study. Company sales records and observers notes indicated that it was necessary to make an adjustment in only one district. The manager of one test store in district E was transferred to a smaller store and in the month prior to his transfer, sales declined abruptly. At the same time, in the matched control stores in this district a special promotional plan was introduced which markedly increased sales for the last 4-week period for which sales data were obtained (similar plans were tried in some other stores but in the closing days of the study, and, therefore, their influence on sales was not evident in the records). Accordingly, for these two stores, sales and man-hours for one 4-week period only were used in computing ratios and making comparisons; for the other stores in this district, as well as in the 4 other districts, the regular 8-week period was used.

### Holding Factors Constant Which Might Influence Store Manager Performance

In order to test whether the new manager practices were helpful in making supermarket managers more effective it is necessary to hold constant as many variables as possible other than the new practices which might influence manager performance. A controlled experiment was designed for the test; the 28 stores selected for the study were divided into two groups, 14 for control and a comparable group of 14 in which the new practices were to be tried. Stores were selected from each of the 5 districts which comprised the company's branch in the New York-New Jersey area, and within each district two groups of three stores were matched on the basis of volume, recency of opening, and operating ratios. In each group there were stores of large, moderate, and relatively small volume (in one district two pairs of matched stores rather than three were used to represent the district since the company had no large-volume stores in the district). A store supervisor had overall responsibility for store operations in each district, and the same individual was supervisor of the group of test and control stores which were selected to represent the district. Stores selected were typical of those in the company studied and were similar in many respects to stores in other supermarket organizations.

Managers of the 14 test stores were called together for a series of 10 weekly conferences which constituted the means for introducing and getting agreement on trying the new manager practices. No new techniques were introduced in the management of the control stores during this period. To minimize the likelihood that managers in control stores would learn about the new practices, test store managers were requested not to discuss the meetings with store managers who were not present, and supervisors in the 5 districts were not informed about the specific topics covered in the meetings. New forms, such as the weekly summary sheet, which were developed as part of the new procedures were made available only to managers in the 14 test stores. Nevertheless, it may be assumed that there was some communication of ideas and some part of the improvements that were noted in the control stores may be attributed to it.

In the report, comparisons are made principally between districts rather than individual stores. The use of small groups of stores as a basis for comparisons minimizes the likelihood that individual differences among store managers, department managers, or factors external to any individual store would seriously affect the results. It is likely that in each district there would be average and excellent store and department managers, and that external factors affecting the 3 test stores in a district would probably be similar for the 3 matched control stores in that district.

The manner in which the study was conducted probably had some effect on the observed and recorded performance of store managers. The interest of top management and of store supervisors in the study was communicated to the store managers; this probably made them more self-conscious about their operations and this no doubt led



to some improvements. However, the effect of top management's interest in the work of store managers was probably the same in test and control stores of each district.

The significance of the study lies in the difference in performance between test and control stores rather than in the level of performance obtained in any one store or district. The various measures of manager performance used in the study indicate that, as a group, test and control stores in the 5 districts were reasonably well matched. On the basis of some measures, control store managers appeared to be operating somewhat more effectively than those in test stores before new practices were introduced. The selection of test and control stores was made on the basis of company recommendations before the data for these measures had been obtained. It is difficult to estimate the effect which this difference in base periods might have on the final results. On the one hand, it might be said that it is easier to obtain improvements where managers are less effective. On the other hand, managers who have remained less efficient, despite all the efforts of the company to improve their performance are probably more difficult to develop and, therefore, improvements recorded are the more remarkable. These two conflicting influences tend to cancel each other in the final results. The difference found between test and control stores in each district after the new practices were tried in the test stores may, therefore, be attributed primarily to those practices.

Table 11.--Proportion of company directives followed in grocery departments, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954

District and item	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Minimum requirements and above-----percent	32.4	88.0	48.0	72.3
Below minimum requirements-----percent	67.6	12.0	52.0	27.7
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	37	75	64	83
District B:				
Minimum requirements and above-----percent	15.9	69.9	40.5	63.1
Below minimum requirements-----percent	84.1	30.1	59.5	36.9
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	38	73	42	57
District C:				
Minimum requirements and above-----percent	60.0	83.7	61.3	68.3
Below minimum requirements-----percent	40.0	16.3	38.7	31.7
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	50	92	31	82
District D:				
Minimum requirements and above-----percent	40.7	77.4	35.3	37.9
Below minimum requirements-----percent	59.3	22.6	64.7	62.1
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	27	62	34	58
District E:				
Minimum requirements and above-----percent	49.0	76.6	35.9	60.5
Below minimum requirements-----percent	51.0	23.4	64.1	39.5
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	63	64	39	71
Average of 5 districts:				
Minimum requirements and above-----percent	39.6	79.1	44.2	60.4
Below minimum requirements-----percent	60.4	20.9	55.8	39.6
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	213	366	210	351



Table 12.--Proportion of company directives followed in perishables departments, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954

District and item	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Minimum requirements and above-----percent	48.3	71.9	55.0	54.8
Below minimum requirements-----percent	51.7	28.1	45.0	45.2
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	31	64	47	42
District B:				
Minimum requirements and above-----percent	62.2	74.1	42.8	60.0
Below minimum requirements-----percent	37.8	25.9	57.2	40.0
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	37	58	42	45
District C:				
Minimum requirements and above-----percent	61.0	77.8	68.4	87.1
Below minimum requirements-----percent	39.0	22.2	31.6	12.9
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	41	72	38	58
District D:				
Minimum requirements and above-----percent	50.0	77.8	68.7	66.7
Below minimum requirements-----percent	50.0	22.2	31.3	33.3
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	28	45	16	48
District E:				
Minimum requirements and above-----percent	66.0	88.5	70.5	80.3
Below minimum requirements-----percent	34.0	11.5	29.5	19.7
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	50	61	61	56
Average of 5 districts:				
Minimum requirements and above-----percent	57.5	78.0	61.1	69.8
Below minimum requirements-----percent	42.5	22.0	38.9	30.2
Total-----percent	100.0	100.0	100.0	100.0
Directives checked----- number	187	300	182	252

Table 13.--Overall employee job satisfaction, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

District and item	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Well satisfied-----percent	25.3	17.7	18.4	10.9
Moderately satisfied-----percent	25.3	28.3	34.2	40.6
Neither satisfied/dissatisfied-----percent	37.4	39.8	38.2	31.7
Dissatisfied-----percent	12.0	14.2	9.2	16.8
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	75	113	76	101
District B:				
Well satisfied-----percent	27.0	24.5	30.5	19.2
Moderately satisfied-----percent	23.0	31.3	22.2	30.8
Neither satisfied/dissatisfied-----percent	29.7	36.0	32.0	32.7
Dissatisfied-----percent	20.3	8.2	15.3	17.3
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	74	147	51	104
District C:				
Well satisfied-----percent	20.5	24.7	15.6	13.0
Moderately satisfied-----percent	37.0	40.0	37.6	29.9
Neither satisfied/dissatisfied-----percent	27.4	27.1	36.4	42.8
Dissatisfied-----percent	15.1	8.2	10.4	14.3
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	73	85	77	77
District D:				
Well satisfied-----percent	3.4	18.8	12.0	21.2
Moderately satisfied-----percent	55.2	40.6	36.0	33.3
Neither satisfied/dissatisfied-----percent	41.4	28.1	32.0	27.3
Dissatisfied-----percent	0	12.5	20.0	18.2
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	29	32	25	33
District E:				
Well satisfied-----percent	15.3	17.2	12.1	9.8
Moderately satisfied-----percent	29.2	19.6	43.9	18.5
Neither satisfied/dissatisfied-----percent	34.7	37.9	34.9	43.5
Dissatisfied-----percent	20.8	25.3	9.1	28.2
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	72	87	66	92
Average of 5 districts:				
Well satisfied-----percent	18.3	20.6	17.7	14.8
Moderately satisfied-----percent	33.9	31.9	34.8	30.6
Neither satisfied/dissatisfied-----percent	34.1	33.8	34.7	35.6
Dissatisfied-----percent	13.7	13.7	12.8	19.0
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	323	464	295	407



Table 14.--Employees' attitudes on store as a better or worse place to work, by districts, after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores	14 control stores
District A:		
Better place to work-----percent	16.4	16.9
About same-----percent	69.9	66.2
Worse place to work-----percent	13.7	16.9
Total-----percent	100.0	100.0
Responses----- number	73	65
District B:		
Better place to work-----percent	27.0	15.8
About same-----percent	60.8	72.8
Worse place to work-----percent	12.2	11.4
Total-----percent	100.0	100.0
Responses----- number	74	70
District C:		
Better place to work-----percent	22.2	19.4
About same-----percent	75.9	69.3
Worse place to work-----percent	1.9	11.3
Total-----percent	100.0	100.0
Responses----- number	54	62
District D:		
Better place to work-----percent	23.1	25.0
About same-----percent	76.9	66.7
Worse place to work-----percent	0	8.3
Total-----percent	100.0	100.0
Responses----- number	26	12
District E:		
Better place to work-----percent	19.7	10.7
About same-----percent	58.9	55.4
Worse place to work-----percent	21.4	33.9
Total-----percent	100.0	100.0
Responses----- number	56	56
Average in 5 districts:		
Better place to work-----percent	21.7	17.5
About same-----percent	68.5	66.1
Worse place to work-----percent	9.8	16.4
Total-----percent	100.0	100.0
Responses----- number	283	265

Table 15.--Overall employee opinions of store managers, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Very favorable-----percent	44.5	36.4	40.5	45.0
Moderately favorable-----percent	33.3	24.5	40.5	27.0
Neither favorable/unfavorable-----percent	9.7	20.0	5.4	19.0
Unfavorable-----percent	12.5	19.1	13.6	9.0
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	72	110	74	100
District B:				
Very favorable-----percent	31.3	46.7	40.0	35.0
Moderately favorable-----percent	29.9	17.0	40.0	24.0
Neither favorable/unfavorable-----percent	11.9	23.7	14.5	27.0
Unfavorable-----percent	26.9	12.6	5.5	14.0
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	67	135	55	100
District C:				
Very favorable-----percent	36.4	58.2	28.4	38.8
Moderately favorable-----percent	45.4	15.2	33.8	22.4
Neither favorable/unfavorable-----percent	9.1	19.0	16.2	29.8
Unfavorable-----percent	9.1	7.6	21.6	9.0
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	11	79	74	67
District D:				
Very favorable-----percent	18.2	50.0	39.1	43.8
Moderately favorable-----percent	45.4	16.7	26.1	28.1
Neither favorable/unfavorable-----percent	18.2	23.3	13.0	15.6
Unfavorable-----percent	18.2	10.0	21.8	12.5
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	11	30	23	32
District E:				
Very favorable-----percent	23.9	46.7	34.4	26.9
Moderately favorable-----percent	36.6	17.0	37.7	41.6
Neither favorable/unfavorable-----percent	18.3	23.7	13.1	22.5
Unfavorable-----percent	21.2	12.6	14.8	9.0
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	71	84	61	89
Average of 5 districts:				
Very favorable-----percent	30.9	47.6	36.5	37.9
Moderately favorable-----percent	38.1	18.1	35.6	28.6
Neither favorable/unfavorable-----percent	13.4	21.9	12.4	22.8
Unfavorable-----percent	17.6	12.4	15.5	10.7
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	221	438	287	388



Table 16.--Employees' opinion of store managers' interest in employees, by districts, after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores	14 control stores
District A:		
More interested-----percent	36.6	40.3
About same-----percent	52.1	53.7
Less interested-----percent	11.3	6.0
Total-----percent	100.0	100.0
Responses----- number	71	67
District B:		
More interested-----percent	53.5	39.4
About same-----percent	43.7	57.7
Less interested-----percent	2.8	2.9
Total-----percent	100.0	100.0
Responses----- number	71	71
District C:		
More interested-----percent	54.5	29.8
About same-----percent	45.5	64.9
Less interested-----percent	0	5.3
Total-----percent	100.0	100.0
Responses----- number	55	57
District D:		
More interested-----percent	63.0	50.0
About same-----percent	33.3	45.0
Less interested-----percent	3.7	5.0
Total-----percent	100.0	100.0
Responses----- number	27	20
District E:		
More interested-----percent	39.3	35.7
About same-----percent	51.8	58.9
Less interested-----percent	8.9	5.4
Total-----percent	100.0	100.0
Responses----- number	56	56
Average of 5 districts:		
More interested-----percent	49.4	39.0
About same-----percent	45.3	56.1
Less interested-----percent	5.3	4.9
Total-----percent	100.0	100.0
Responses----- number	280	271

Table 17.--Employee awareness of a program to conserve store supplies, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Yes, there is a program-----percent	34.4	43.4	45.7	47.4
No, (or don't know if there is a program)-----percent	65.6	56.6	54.3	52.6
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	64	106	70	97
District B:				
Yes, there is a program-----percent	33.8	54.1	46.3	44.2
No, (or don't know if there is a program)-----percent	66.2	45.9	53.7	55.8
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	65	135	54	95
District C:				
Yes, there is a program-----percent	40.5	71.8	42.7	56.5
No, (or don't know if there is a program)-----percent	59.5	28.2	57.3	43.5
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	79	78	68	62
District D:				
Yes, there is a program-----percent	50.0	81.8	60.0	65.5
No, (or don't know if there is a program)-----percent	50.0	18.2	40.0	34.5
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	26	33	20	29
District E:				
Yes, there is a program-----percent	31.8	44.7	36.4	38.8
No, (or don't know if there is a program)-----percent	68.2	55.3	63.6	61.2
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	66	85	55	85
Average of 5 districts:				
Yes, there is a program-----percent	38.1	59.2	46.2	50.5
No, (or don't know if there is a program)-----percent	61.9	40.8	53.8	49.5
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	300	437	267	368



Table 18.--Employee awareness of a program to prevent store accidents, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

District	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Yes, there is a program-----percent	33.3	50.9	46.5	53.1
No, (or don't know if there is a program)-----percent	66.7	49.1	53.5	46.9
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	69	110	71	96
District B:				
Yes, there is a program-----percent	34.4	54.8	35.2	50.5
No, (or don't know if there is a program)-----percent	65.6	45.2	64.8	49.5
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	64	137	54	97
District C:				
Yes, there is a program-----percent	39.3	61.5	47.8	64.6
No, (or don't know if there is a program)-----percent	60.7	38.5	52.2	35.4
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	79	78	69	65
District D:				
Yes, there is a program-----percent	52.0	87.1	40.0	58.1
No, (or don't know if there is a program)-----percent	48.0	12.9	60.0	41.9
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	25	31	20	31
District E:				
Yes, there is a program-----percent	27.3	46.4	40.0	42.4
No, (or don't know if there is a program)-----percent	72.7	53.6	60.0	57.6
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	66	84	55	85
Average of 5 districts:				
Yes, there is a program-----percent	37.3	60.1	41.9	53.7
No, (or don't know if there is a program)-----percent	62.7	39.9	58.1	46.3
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	303	440	269	374

Table 19.--Extent of voluntary merchandising effort in stores, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Extensive merchandising effort-----percent	22.1	37.2	27.1	14.2
Moderate merchandising effort-----percent	65.1	56.9	52.1	63.2
Little merchandising effort-----percent	12.8	5.9	20.8	22.6
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	86	137	96	106
District B:				
Extensive merchandising effort-----percent	13.4	33.6	29.3	18.9
Moderate merchandising effort-----percent	49.3	54.7	50.9	68.0
Little merchandising effort-----percent	37.3	11.7	19.8	13.1
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	142	137	106	122
District C:				
Extensive merchandising effort-----percent	21.3	34.9	31.0	48.4
Moderate merchandising effort-----percent	59.6	59.6	60.4	48.4
Little merchandising effort-----percent	19.1	5.5	8.6	3.2
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	89	109	58	91
District D:				
Extensive merchandising effort-----percent	20.3	28.7	8.2	11.9
Moderate merchandising effort-----percent	58.0	63.2	49.0	69.0
Little merchandising effort-----percent	21.7	8.1	42.8	19.1
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	69	87	49	84
District E:				
Extensive merchandising effort-----percent	12.8	51.3	16.7	35.3
Moderate merchandising effort-----percent	55.6	48.7	62.2	60.5
Little merchandising effort-----percent	31.6	0	21.1	4.2
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	117	78	90	119
Average of 5 districts:				
Extensive merchandising effort-----percent	18.0	37.2	22.5	25.7
Moderate merchandising effort-----percent	57.5	56.6	54.9	61.8
Little merchandising effort-----percent	24.5	6.2	22.6	12.5
Total-----percent	100.0	100.0	100.0	100.0
Responses----- number	503	548	399	522

Table 20.--Extent of voluntary merchandising effort in grocery department, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Extensive merchandising effort-----percent	15.5	29.6	21.0	23.4
Moderate merchandising effort-----percent	69.0	66.7	53.0	52.9
Little merchandising effort-----percent	15.5	3.7	26.0	23.7
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	32	54	38	44
District B:				
Extensive merchandising effort-----percent	4.0	31.5	16.3	20.8
Moderate merchandising effort-----percent	44.2	53.7	59.4	60.4
Little merchandising effort-----percent	51.8	14.8	24.3	18.8
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	52	54	37	48
District C:				
Extensive merchandising effort-----percent	14.5	30.2	27.3	44.1
Moderate merchandising effort-----percent	68.5	65.1	72.7	50.0
Little merchandising effort-----percent	17.0	4.7	0	5.9
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	35	43	22	34
District D:				
Extensive merchandising effort-----percent	18.5	17.7	0	3.0
Moderate merchandising effort-----percent	48.2	67.6	33.3	66.7
Little merchandising effort-----percent	33.3	14.7	66.7	30.3
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	27	34	18	33
District E:				
Extensive merchandising effort-----percent	6.7	50.0	22.2	38.3
Moderate merchandising effort-----percent	66.7	50.0	61.1	59.6
Little merchandising effort-----percent	26.6	0	16.7	2.1
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	45	30	36	47
Average of 5 districts:				
Extensive merchandising effort-----percent	11.8	31.8	17.4	25.9
Moderate merchandising effort-----percent	59.3	60.6	55.9	57.9
Little merchandising effort-----percent	28.9	7.6	26.7	16.2
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	191	215	151	206



Table 21.--Extent of voluntary merchandising effort in perishables departments, by districts, before and after introduction of improved manager practices, 28 supermarkets, 1954-55

Districts	14 test stores		14 control stores	
	Before	After	Before	After
District A:				
Extensive merchandising effort-----percent	28.0	42.2	31.0	9.7
Moderate merchandising effort-----percent	61.0	50.6	52.0	71.0
Little merchandising effort-----percent	11.0	7.2	17.0	19.3
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	54	83	58	62
District B:				
Extensive merchandising effort-----percent	18.9	34.9	36.5	17.6
Moderate merchandising effort-----percent	52.2	55.4	46.5	73.0
Little merchandising effort-----percent	28.9	9.7	17.0	9.4
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	90	83	69	74
District C:				
Extensive merchandising effort-----percent	26.0	37.9	33.3	50.9
Moderate merchandising effort-----percent	54.0	56.1	52.8	47.4
Little merchandising effort-----percent	20.0	6.0	13.9	1.7
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	54	66	36	57
District D:				
Extensive merchandising effort-----percent	21.4	35.8	12.9	17.6
Moderate merchandising effort-----percent	64.3	60.4	58.1	70.6
Little merchandising effort-----percent	14.3	3.8	29.0	11.8
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	42	53	31	51
District E:				
Extensive merchandising effort-----percent	16.7	52.1	12.9	33.3
Moderate merchandising effort-----percent	48.6	47.9	63.0	61.1
Little merchandising effort-----percent	34.7	0	24.1	5.6
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	72	48	54	72
Average of 5 districts:				
Extensive merchandising effort-----percent	22.2	40.6	25.3	25.8
Moderate merchandising effort-----percent	56.0	54.1	54.4	64.6
Little merchandising effort-----percent	21.8	5.3	20.3	9.6
Total-----percent	100.0	100.0	100.0	100.0
Ratings----- number	312	333	248	316

STORE INSPECTION FORM  
(Facsimile copy)

DATE \_\_\_\_\_

DEPT. \_\_\_\_\_

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1. General Appearance

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2. Freshness and Stock Rotation

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3. Variety

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4. Pricing (Specials - Price Changes)

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5. Objective for Day (Special Plans)

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6. General Comments

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GENERAL

- \_\_1. This is the second week of the Internal Promotion Contest. Check displays as to eye appeal and fullness.
- \_\_2. Do not obstruct street to store vision with too many signs.
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GROCERYMust Displays

- \_\_1. Brand B Applesauce END
- \_\_2. Brand D Tomato Juice, 32 oz. decanter }  
Brand D Chili Sauce Relish 12 1/2 oz. } COMBINATION END
- \_\_3. Brand G Coffee, regular and pulverized, 1 lb. SHELF EXTENDER  
Etc.
- 
- 
- 

GROCERY SPECIALTY LINESFrozen Food

- \_\_1. Brand A Frozen Food
- \_\_a. Use price and item arrows for each item in case.
- \_\_b. Utilize provided banners and 8x10 cards.
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Drug Department

- \_\_1. Promote Brand H Lotion. Stores receiving floor stands will use them with a 3 dozen display. Stores receiving counter display material will have a 2 dozen display on their front end display fixture.
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PRODUCE

Internal Promotions

<u>    </u> Radishes	<u>    </u> Cucumbers	<u>    </u> Strawberries
<u>    </u> Asparagus	<u>    </u> Escarole	<u>    </u> Corn

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DAIRY - DELI.

Internal Promotions

- 1. Sharp Cheese, 59¢ lb.
  - 2. All Beef Franks
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MEAT

General

- 1. Check to see that extra ham end is properly utilized.

Internal Promotion

- 1. All items for picnic or barbecue.
  - 2. Chicken parts.
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ADVANCE PLANNING

- 1. Check props for Fun in the Sun Promotion; now scheduled for week of June 20th.
  - 2. Prepare for distribution of Brand X Chocolate Chip Cookies for display on June 1.
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